



KDC Group of Companies

Board Recruitment Package



KDC Group of Companies

Board of Director Skills and Representation Matrix

Key Factors and Background:

A qualified team of directors is essential for success. The board of directors is responsible for setting the strategic direction for the KDC Group of Companies and ensuring that senior management, employees, and the board itself complies with established policies, as well as federal and provincial laws and regulations.

Directors operate in complex environments that require them to balance a wide range of issues and challenges. While it is not necessary for each director to possess all competency skills they must bring with them skills that add value and diversity to the board.

Overall, a KDC Board Member will have experience in the following areas:

- Human resources and executive recruitment
- Financial, accounting and organizational management
- Manufacturing, natural resource, retail and tourism industry
- Strategic planning and corporate leadership development
- Cost control and operational efficiency
- Board Governance and risk assessment analysis

The Matrix of Skills and Representation below will ensure a skilled, balanced and high-performing Board is sustained for the future. Please use the following Checklist to personally rate your experience level in each category, with **1 being low and 5 being a high level of experience, knowledge and appropriate representation.**

Recruitment of KDC Directors also includes the important consideration of such fundamental criteria as a stated commitment to KDC's organizational values, an absence of major conflict of interest, high personal integrity, a track-record of achievement and dedicated commitment and focus to the necessary time required to serve on the board



VISION STATEMENT FOR KDC – GROUP

KDC will be a profit oriented, international, diversified, and self sustaining corporation that fulfils the economic objectives of the Cowichan Tribes. KDC will be the first choice employer of the Tribe's citizens because of its focus on capacity building. KDC will focus on profit that will make it possible to grow its businesses, invest in new economic development activity and have enhanced sustainable employment.

MISSION STATEMENT FOR KDC – GROUP

KDC will initiate, develop and manage business opportunities which are compatible with Cowichan Tribes culture and heritage. KDC shall strive to maximize long term profitability to support economic development and capacity building to be full participants in the local, regional and national economy.



KDC Group of Companies

Board of Director Responsibilities

Position:	Board Member
Authority & Responsibility:	A Board of Directors is the legal authority of each KDC Company. As a member of the Board, a Board member acts in a position of trust for the shareholders, and is responsible for the effective governance of the company. Director's liability insurance is provided by the Khowutzun Development Corporation.
Requirements:	<ol style="list-style-type: none"> 1. Commitment to the work of the company. 2. Knowledge and skills in one or more areas of Board Governance: policy, finance, programs, personnel. 3. Willingness to serve on committees <i>(if applicable)</i> 4. Attendance at regularly scheduled Board meetings. 5. Attendance at meetings of assigned committees <i>(if applicable)</i> 6. Attendance at Annual General Meetings 7. Attendance at membership meetings. 8. Support of special events. 9. Support of, and participation in, <i>proposal writing</i>.
Term:	KDC Board Members are appointed by the shareholder (Chief) to a one, two or three year term. Board Members may be released at the end of the appointed term, by resigning, or according to KDC Group of Companies Policies and Bylaws. The Board Chair will be appointed at the first Board meeting.
General Duties & Code of Conduct:	<p>A board member is fully informed on organizational matters, and participates in the Board's deliberations and decisions in matters of policy, finance, programs, personnel and advocacy.</p> <p>GENERAL DUTIES: The board will:</p> <ol style="list-style-type: none"> 1. Establish, where appropriate, policy and other recommendations received from the Board, its standing committees and senior staff. 2. Monitor all Board Policies 3. Review the bylaws and policy manual, and recommend bylaw changes to the membership. 4. Review the Board's structure, and where appropriate, recommend

<p>General Duties & Code of Conduct:</p>	<p>changes, and prepare proposed bylaw amendments.</p> <p>5. Participate in the development of KDC Group of Companies' organizational plan and annual review.</p> <p>GENERAL DUTIES: The board will:</p> <p>6. Approve KDC Group of Companies' budget(s). 7. Support and bring forward recommendations to CEO for funding. 8. Assist in developing and maintaining positive relations among the Board, committees, staff members, and community to enhance KDC Group of Companies mission.</p> <p>CODE OF CONDUCT: The board will:</p> <p>1. KDC Board Members are to comply with KDC Board policies regarding Code of Conduct and will sign a Conflict of Interest/Confidentiality Agreement.</p>
<p>Qualifications & Skills</p>	<p>KDC Board Members will have experience in:</p> <ol style="list-style-type: none"> 1. Human resources and executive recruitment. 2. Financial, accounting and organizational management. 3. Manufacturing, natural resource, retail and tourism industry. 4. Strategic planning and corporate leadership development. 5. Cost control and operational efficiency. 6. Board Governance and risk assessment analysis.
<p>Evaluation:</p>	<p>A Board Member's performance is evaluated annually based on the performance of assigned Board requirements and duties by the Shareholder (Chief).</p>
<p>Time-Line:</p>	<p>1 – 3 year term</p>

Board of Director Skills and Representation Matrix

Skills Competency Checklist

SKILL/EXPERIENCE	COMPETENCY	1	2	3	4	5
Board of Directors Experience	Experience in service on private sector boards. Experience with good governance policies.					
Business/Corporate Planning Experience	Experience in business/corporate planning for private sector.					
Leadership Experience	Experience serving as a Committee Chair, or in other positions of leadership.					
Committee Experience and Teamwork	Experience with serving on committees and teams.					
Strategic Planning and Focus	Experience with planning, evaluation, and implementation of a strategic plan. This includes a demonstrated ability to focus on longer term goals and strategic outcomes, as separate from day-to-day management and operational experience.					
Government and Member Relations	Experience in strategic government relations and/or member/customer relations management and effective communications for private sector boards.					
Human Resource/Executive Performance Review	Understanding of human resource/personnel considerations and issues for executive recruitment, compensation structures, and performance review among private sector boards.					
Accounting Knowledge	Understanding of financial reporting, and knowledge of other considerations and issues associated with the auditing requirements for private sector.					
Financial/Investment	Understanding of financial operational management and the proper application of internal controls for private boards.					
Risk Assessment	Experience in the process of identifying principal corporate risks and to ensure that management has implemented the appropriate systems to manage risk.					

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Skills Competency Checklist

SKILL/EXPERIENCE	COMPETENCY	1	2	3	4	5
Organizational Management	Understanding of organizational design and management for private sector boards. Provide business – to – business service and experience in law, finance, management, consulting, IT support etc. to strengthen and develop companies.					
Manufacturing Industry Representation	Experience in production and marketing of manufactured goods (e.g. custom built cabinetry)					
Professional & Service Representation	Experience in the service industry specifically tourism and retail sales					
Natural Resources Sector Representation	Experience in the production and marketing of natural resources sector to markets within BC.					
Other Representation	Self identified other representation.					

Term Length Preference:	1year term	2 year term	3 year term
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Submitted by: _____	Title: _____
Organization: _____	
Signature: _____	Date: _____