

WCM BOARD-READY DIRECTORY CANDIDATE SKILLS MATRIX

Financial Skills	
Capital markets: origination and treasury	<ul style="list-style-type: none"> • Strategic and operational understanding of capital markets and treasury functions, market issuance and other complex funding mechanisms including the impact of securitization activities; • Investment portfolio management, with a focus on effective capital allocation and liquidity management; • Knowledge and experience of how these markets work, how capital markets instruments are priced and regulated, how banking, insurance and other pension funds operate in these markets.
Financial instruments and derivatives	<ul style="list-style-type: none"> • Understanding of investment activity in equity, interest rate, foreign exchange, and/or commodity markets; • Understanding and use of derivatives (forwards, swaps, options and other complex financial instruments); • Familiarity with derivatives best practices and regulation.
Portfolio management	<ul style="list-style-type: none"> • Experience overseeing or managing portfolios within or across asset classes for institutional investors; • Experience with Statements of Investment Policies and Guidelines (including asset class mix and performance benchmark policies and other portfolio management guidelines and procedures); • Asset allocation and portfolio design; • Understanding of strategic and tactical portfolio management across a range of investment styles, gained through sales and trading sell-side experience.
Asset-liability management	<ul style="list-style-type: none"> • Experience overseeing or managing mismatches between liability cash flow and asset cash flows by using a combination of funding strategies, asset allocation, and derivatives (forwards, swaps, options and other complex financial instruments) to manage such risks; • Ability to and/or experience with balance sheet management strategies: asset allocation, funding, capital, liquidity, and financial adequacy requirements for a financial institution or pension plan.
Pension plan design and management	<ul style="list-style-type: none"> • Experience in oversight of plan administration, employer participation, compliance with pension plan text, reciprocal and group transfer agreements, and plan design, such as: <ul style="list-style-type: none"> ▸ Benefit structure and entitlements (including ancillary benefits such as the Board's decision on the provision of annual cost of living adjustment); ▸ Plan amendments;

	<ul style="list-style-type: none"> ▸ Contribution rates and rate changes; ▸ Criteria related to member eligibility and employer participation.
Capital allocation	<ul style="list-style-type: none"> • Experience in evaluating and budgeting for capital projects; • Experience in overseeing efficient use of and accountability for resources and funding arrangements; • Strategic and operational understanding in relation to mergers and acquisitions and asset sales.
Consumer credit and residential mortgage management	<ul style="list-style-type: none"> • Understanding of the Canadian residential mortgage and consumer lending markets, and strategies for long-term success participating within this market; • Experience and understanding of residential mortgage and consumer loan asset performance, understanding of prudent lending practices and the underlying credit risk.
Commercial credit Management	<ul style="list-style-type: none"> • A thorough understanding of one or more of the Canadian or global lending markets: corporate, commercial, commercial real estate, and equipment leasing, and strategies for long-term success of the participants within these markets; • Experience and understanding of loan and leasing asset performance; • Understanding of prudent lending practices, portfolio exposures and the underlying credit risk.
Trust services (wealth management)	<ul style="list-style-type: none"> • Experience and understanding of trust services and the associated fiduciary duties and risks associated with trust services.
Financial and accounting/taxation expertise	<ul style="list-style-type: none"> • Understanding of and experience with audit committee functions and responsibilities; • Ability to critically assess financial viability and performance of companies; • Experience in company and securities (equity and debt) analysis; understanding how operating and strategic performance is linked to financial goals; • Experience in preparing or auditing of financial statements, financial plans and budget; • Experience supervising one or more persons engaged in such activities; • Understanding of internal controls and procedures for financial reporting and the related information technology environment.
Risk management	<ul style="list-style-type: none"> • Understanding of the board's role in the oversight of risk management principles and practices in the context of good corporate governance; • Knowledge and/or experience in developing and implementing enterprise risk management, defining the company's risk appetite; • Senior and/or practical experience in assessing market, credit, interest rate, liquidity, funding, operational, environmental and reputational risks; • Ability to review the risk profile of material transactions that either grow existing businesses or diversify into new business lines.

General Skills

Business strategy	<ul style="list-style-type: none"> ▶ Experience with long-term strategic planning, setting strategic direction to ensure objectives are developed in a thorough and diligent manner and that strategic plans to implement them are properly approved, implemented, monitored and reported; ▶ Ability to critically assess strategic opportunities and threats and develop effective responses.
Business head / administration experience (executive and non-executive)	<ul style="list-style-type: none"> ▶ Practical understanding of organizational design, processes, strategy and risk management; ▶ Ability to drive change and growth; ▶ Ability to leverage and create trust relations with strategic partners; ▶ Evidence of strong leadership and strategic thinking qualities; ▶ Ability to identify and develop such qualities in others.
Business operations experience	<ul style="list-style-type: none"> ▶ Practical understanding of developing, implementing and evaluating strategic and operating plans; ▶ Ability to oversee large-scale organizational change.
Global / multicultural exposure	<ul style="list-style-type: none"> ▶ International experience; ▶ Understanding how geopolitical factors affect businesses and societies; ▶ Diversity of race, ethnicity, gender, age, cultural background, educational or professional experience.
Governmental, public policy, regulation	<ul style="list-style-type: none"> ▶ Ability to identify key issues and opportunities and develop appropriate policies to define the parameters within which the organisation should operate ▶ Experience with one or more of financial regulatory institutions (OSFI, Bank of Canada, provincial securities regulators, CDIC, IIROC, MFDA, etc); ▶ Direct or indirect governmental experience; ▶ Exposure to public policy initiatives; ▶ Experience with effective maintenance and promotion of government relations; ▶ Understanding of the interdependence among domestic regulators, between domestic and global regulatory bodies, and among the regulatory regimes that govern different areas of the financial sector, including banking, insurance, asset management, and pensions.
Legal	<ul style="list-style-type: none"> ▶ Experience in addressing, or advising on, legal, tax and regulatory issues faced by the financial services sector.
Information technology and cybersecurity	<ul style="list-style-type: none"> ▶ Experience and insight into various aspects of information technology, including large project governance, agile development methodologies, cloud-based applications; ▶ Experience with cybersecurity governance, processes and procedures.
Talent management	<ul style="list-style-type: none"> ▶ Experience in attracting, motivating and retaining people across various demographic groups;

	<ul style="list-style-type: none"> ▸ Experience in succession planning in leadership roles.
Academic - research and/or educational	<ul style="list-style-type: none"> ▸ Perspective regarding organizational strategy / management or industry fundamentals.
Environmental, sustainability/corporate responsibility, governance	<ul style="list-style-type: none"> ▸ Long-term strategic value creation for shareholders within the context of a responsible and sustainable business model; ▸ Understanding of board and management transparency in and accountability for the protection of shareholder interests; ▸ Experience with ESG considerations, (environmental, social and governance).
Community relations	<ul style="list-style-type: none"> ▸ Board or executive-level experience with community-based organizations; ▸ Experience in managing community relations on behalf of corporations.
Fundraising	<ul style="list-style-type: none"> ▸ Understanding of donor acquisition techniques; ▸ Expertise in grant writing; ▸ Proven fundraising track record.