

**Governance and Nominating Committee**  
**Board of Directors**  
2012-01-25

**Subject matter**

**Chairperson Selection Criteria**

**Background**

The Privy Council Office (PCO) is charged with recruiting candidates for the position of Board Chairperson (as well as the position President and CEO) of Crown Corporations. The Board, through its Governance and Nominating Committee, approves the Selection Criteria to be used for the selection process.

**Information on the matter**

The proposed Selection Criteria is based on the selection criteria template used by PCO for similar positions.

For decision

For information

**Prepared by**

Name: Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel  
Date: 2012-01-12

**Recommendation**

That the Governance and Nominating Committee recommend to the Board of Directors that the Chairperson Selection Criteria be approved.

**Last discussed at the Board**

Date: November 2005  
Decision made: Approval of the Chairperson Selection Criteria

**Next steps**

Once approved by the Board, the Selection Criteria is submitted to the Minister of Canadian Heritage (and PCO) for his concurrence. The Selection Criteria is then posted on the PCO's appointments website ([www.appointments.gc.ca](http://www.appointments.gc.ca)) as well as on our own website. A notice of the selection process is also published in the Canada Gazette.

# CANADIAN BROADCASTING CORPORATION

## SELECTION CRITERIA

### CHAIRPERSON

DRAFT 2012-01-10

#### **Education**

- A degree from a recognized university in a relevant field of study or an acceptable combination of education, job-related training and/or experience.

#### **Experience**

- Significant experience on a Board of Directors/Trustees, preferably as Chairperson;
- Significant experience at the senior management level within the private or public sector;
- Experience in the development of strategies, objectives, plans, best business practices and in corporate governance;
- Experience in dealing with the federal government, preferably with senior government officials, would be considered an asset; and
- Experience in the field of broadcasting would also be considered an asset.

#### **Knowledge**

- Knowledge of the legislative framework, mandate and activities of the Canadian Broadcasting Corporation (CBC/Radio-Canada);
- Knowledge of roles and responsibilities of the Chairperson, the Board and the Chief Executive Officer of a similar sized organization;
- Knowledge of sound governance principles, strategic planning, monitoring and evaluation of performance;
- Financial literacy and knowledge of the federal government's expectations with regard to accountability and reporting;
- Understanding of global, societal and economic trends, consumer interests, the federal government's policy agenda, and how all of these relate to and impact the CBC/Radio-Canada; and
- Knowledge of the media environment and the emerging trends in broadcasting, as well as the challenges linked to increasing competition and technological changes within the industry would be considered an asset.

## **Abilities**

- Superior leadership and management skills to enable the Board to accomplish its work effectively;
- Ability to lead discussions, foster debate among Board members, facilitate consensus and to manage conflicts, should they arise;
- Ability to anticipate emerging issues and develop strategies to enable the Board to seize opportunities and solve problems;
- Ability to develop and maintain effective relationships with the Corporation's management, the Minister of Canadian Heritage, his office, the Deputy Minister of Canadian Heritage, and the Corporation's key stakeholders and partners;
- Superior communication skills, both written and oral, and the ability to act as the CBC/Radio-Canada's spokesperson in dealing with the government, the media, the Corporation's stakeholders and partners, and other organizations.

## **Personal Suitability**

- Innovative and strategic leader
- High ethical standards and integrity
- Tact and diplomacy
- Sound judgement
- Superior interpersonal skills

## **Language requirements**

- Proficiency in both official languages would be preferred.

## **Conditions of employment**

- The board of directors meets at least six times per year, including for an annual public meeting.
- The successful candidate should expect to commit an average of 70 days annually for meetings, travel, preparation for meetings and other board-related business.

## **Eligibility Requirements**

- A person is not eligible to be appointed as Chairperson if the person is not a Canadian citizen who is ordinarily resident in Canada.
- A person is not eligible to be appointed if, directly or indirectly, as owner, shareholder, director, officer, partner or otherwise, the person
  - (a) is engaged in the operation of a broadcasting undertaking;
  - (b) has any pecuniary or proprietary interest in a broadcasting undertaking; or
  - (c) is principally engaged in the production or distribution of program material that is primarily intended for use by a broadcasting undertaking.