



**Appendix 3 - CCA Board Composition Matrix (revised March 2026)**

FILTER 1: CHARACTERISTICS OF EVERY DIRECTOR	
PURPOSE	INDIVIDUAL CHARACTERISTICS
<p><b>Filter 1</b> - Establishes a desired profile of every person providing governance leadership on behalf of the owners / members. Individuals with these characteristics are eligible to be considered for a Board position.</p>	<ul style="list-style-type: none"> <li>• Committed to CCA's Mission, Values, Purpose, best interests</li> <li>• Broad understanding of Canadian social fabric</li> <li>• Commitment to equity and inclusion</li> <li>• General leadership experience</li> <li>• Ability to focus on outcomes and results</li> <li>• Strategic thinker</li> <li>• Committed to participate collaboratively and effectively</li> <li>• Ability to commit time and effort</li> </ul>
FILTER 2: KEY COMPETENCIES FOR CCA MISSION	
PURPOSE	COMPETENCIES
<p><b>Filter 2</b> – Addresses competencies needed to fulfill CCA's mission as an accreditation body. These competencies should be present <u>across the Board as a whole</u> and therefore be strong attributes of one or more but not necessarily all Directors. CCA's needs may vary from time to time.</p>	<ul style="list-style-type: none"> <li>• Majority of Directors from organizations in sectors that are being served by CCA</li> <li>• Small/large/other diversity of characteristics of organizations served by CCA</li> <li>• Expertise in quality improvement</li> <li>• Knowledge/experience with accreditation</li> <li>• Experience as an accreditation Reviewer</li> </ul>
FILTER 3: COMPETENCIES FOR EFFECTIVE GOVERNANCE	
PURPOSE	COMPETENCIES
<p><b>Filter 3</b> - Addresses competencies needed for quality governance leadership. These competencies should be present <u>across the Board as a whole</u> and therefore be strong attributes of one or more but not necessarily all Directors. CCA's needs may vary from time to time.</p>	<ul style="list-style-type: none"> <li>• Financial management</li> <li>• Organizational risk management</li> <li>• Quality oversight</li> <li>• Experience with policy governance</li> <li>• Experience in a not-for-profit, community-centred environment</li> </ul>
FILTER 4: GENERAL CHARACTERISTICS TO REFLECT CANADIAN DIVERSITY	
PURPOSE	INDIVIDUAL CHARACTERISTICS
<p><b>Filter 4</b> – Addresses the need to reflect the diversity of the Canadian population. A mix of these characteristics <u>across the Board as a whole</u> strengthens the Board's ability to consider and reflect a wider range of perspectives that arise from differing backgrounds and experiences.</p>	<ul style="list-style-type: none"> <li>• Francophone</li> <li>• Indigenous identity (First Nation, Inuit, Métis)</li> <li>• Racialized person</li> <li>• Persons with disability</li> <li>• Geographic diversity including urban/rural</li> <li>• Generational (i.e. representing different age groups)</li> <li>• Other biological, social and cultural indicators of diversity</li> </ul>