 ROLE DESCRIPTION FOR DIRECTOR  
 August 2020

The principal role of a Director is to develop and maintain an in-depth understanding of what the Supply Chain Canada, Ontario Institute (“the Institute”) does, in particular, how it puts purpose into action. A Director must be aware of the requirements of the internal governance mechanisms (By-Laws, legislation, relevant agreements, policy documents), and ensure that the Board effectively fulfills its principal responsibility.

ACCOUNTABILITY

A Director is accountable to the Board and to the membership of the Association.

GENERAL RESPONSIBILITIES

Directors play a key role in the governance of the Association. It is their responsibility to think critically and be strong communicators. Key duties include:

- Being committed to the vision, mission and core values of the Institute.
- Attending Board meetings and actively participating.
- Be prepared for meetings and act proactively to inform themselves.
- Take on specific portfolios (according to expertise and interest) and be accountable to the Board.
- Maintain confidentiality.
- Declare any conflict of interest.
- Act objectively, honestly and in good faith, and in the best interest of the Association and its members.
- Exercise the care, diligence and skill of a reasonably prudent person in exercising his/her powers and performing his/her duties as a Director.
- Ensure the collective interest of the profession and its members are effectively considered.
- Respect and support Board decisions.

TERM

A Director’s term of office is two years and through re-election can extend to a maximum of six years.

TIME REQUIREMENTS

Board Meetings are typically held four times a year with a Friday night dinner/meeting and Saturday commitment (9am - 4pm). It is estimated that there are 8 hours of prep time for each meeting. The Institute typically holds a conference every two years and an AGM in October that
requires preparation and presiding and subject to a potential three day (usually weekday) commitment.

In addition, in years when the Strategic plan is refreshed additional preparation and a planning meeting will be required. As a Director of the Board, it is also anticipated that the Director participate in local events where possible.

Every board member is expected to serve on at least one committee. The time commitment for committee service can be up to 10 hours per year.

**Core Competencies**

**Critical Judgment**
Evaluating ideas and information while referring to objective criteria to reach rational conclusion.

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<th>Behavioural Indicators</th>
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<tr>
<td>Identifies and handles ambiguity</td>
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<tr>
<td>- Foresees longer-term implications of recommendations, positions, options and approaches that are not readily apparent.</td>
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<tr>
<td>- Exercises sound judgment in new situations in the absence of specific guidance.</td>
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<td>- Considers emerging opportunities and risks when articulating astute and defensible options and recommendations.</td>
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<td>- Selects new information or data to share with key decision makers or stakeholders in order to enhance their understanding and decisions.</td>
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<td>- Identifies the problem based on a broad range of factors, many of which are ambiguous or difficult to define.</td>
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<td>- Identifies alternate recommendations or solutions, including some that are not based on precedent.</td>
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<td>- Applies guidelines and procedures that leave considerable room for discretion and interpretation.</td>
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**Interactive Communication**
Listening to others and communicating articulately, fostering open communication.

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<tr>
<td>Adapts communication</td>
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<td>- Tailors communication (e.g., content, style and medium) to diverse audiences.</td>
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<td>- Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message.</td>
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<td>- Communicates with all organizational levels.</td>
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<td>- Understands others’ complex or underlying needs, motivations, emotions or concerns, communicating effectively despite the sensitivity of the situation.</td>
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**Leading and Managing Change**
Supporting, implementing and initiating change, while helping others deal with the transition.
### Behavioural Indicators

#### Manages/orchestrates change
- Adjusts priorities and reallocates resources to effect the change.
- Adapts existing goals, plans and processes, or develops new ones to respond effectively to the change.
- Coaches others on dealing with resistance to change.
- Tracks the impact of the change, making adjustments as needed.
- Partners with change leaders and managers in planning, implementing and evaluating interventions to improve organizational performance.

### Strategic Thinking
Understanding and processing complex information. Exercising sound judgment, considering the situation, the issues, the key players, and levels of authority involved. Proposing courses of action that further the objectives, priorities and vision of organization.

### Behavioural Indicators

#### Identifies and handles strategic issues
- Foresees longer-term implications of proposed positions, options and approaches that are not readily apparent.
- Exercises sound judgment in new situations in the absence of specific guidance.
- Evaluates emerging opportunities and risks when articulating astute and defensible options and recommendations.
- Selects new information or data to share with key stakeholders in order to influence their understanding and decisions.
- Identifies insightful understanding of the organizational context and priorities, how they interact and how they affect issues.

### APPROVAL DATE
This Role Description was approved by the Institute Board of Directors on June 24, 2017.