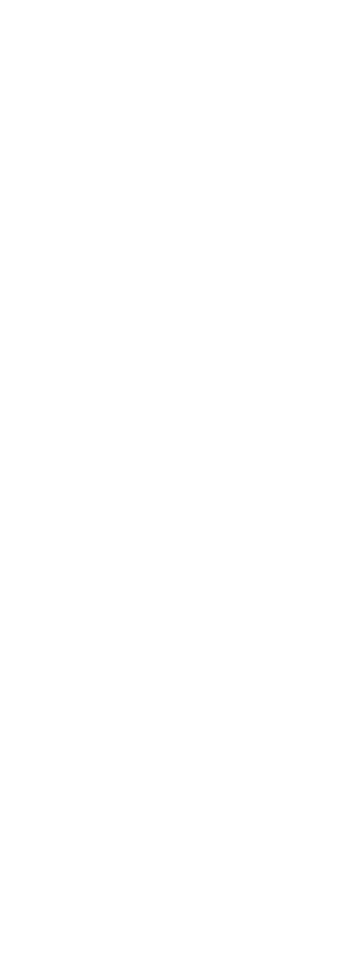


OECM BOARD OF DIRECTORS

**Applicant Package**

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### About OECM

OECM is a trusted not-for-profit collaborative sourcing partner for Ontario’s education sector, broader public sector, and other not-for-profit organizations. We contract with innovative, reputable suppliers to offer a comprehensive choice of quality products and services and generate significant savings and value for our customers.

Our core business is collaborative sourcing and customer and supplier relationship management. OECM offers a comprehensive choice of products and services, the goal of which is to generate value, savings, and process efficiencies for public sector and not-for-profit organizations, in particular, Ontario’s education sector, resulting in more funds being available for core academic and administrative commitments. We have also realized significant growth through the addition of municipalities, healthcare, and other BPS organizations to our customer base who are benefitting from the sourcing collaboration.

Customers purchase products and services through OECM’s Marketplace which includes collaboratively sourced and competitively priced products and services from OECM’s supplier partners. Participation in OECM’s Marketplace is voluntary.

**Our People are at the root of our success!**

Our people are talented individuals with a shared passion for achieving results through teamwork and collaboration. OECM is an organization that truly values diversity and we know that it is our differences that make us stronger. It is evident in our inclusive hiring practices, the diversity of our workforce (there are 24 languages being spoken at OECM amongst the 75 staff), and the willingness of staff to openly embrace their culture in the workplace.

##### **Our Mission**

Generate savings by unlocking the potential of collaborative strategic sourcing.

##### **Our Vision**

Be the premier customer-driven supply management partner.

##### **Our Values**

***Collaboration***

We are committed to working together to achieve common goals.

***Responsiveness***

We deliver on our promises in a timely way.

***Integrity***

We are open, honest, and accountable.

***Innovation***

We pursue creative solutions to foster an exceptional customer

experience.

***Respect***

We listen to and value everyone’s ideas and opinions in a fair,

open, and attentive way.

## Our Journey

OECM is fast becoming a premier strategic sourcing partner in Ontario’s public procurement landscape. A sustainable business model is the key to OECM’s success in creating and delivering new and innovative services to meet customers’ changing and complex needs. The opportunity for more growth and savings is significant, in addition to enhancing compliance with the BPS Procurement Directive and trade agreements.

2006

OECM is launched

# 2010

66% of Ontario’s education  
sector uses Marketplace

2014

Marketplace reaches 50 categories of products and services with growth of 100 supplier partners

# 2015

OECM becomes  
financially self-sustainable

2016

Competency-based Board of Directors is established

# 2017

100% of Ontario’s education sector uses Marketplace Customer Council Committee is established

2018

Accumulated customer spend through OECM agreements reaches $1 billion

# 2019

Now serving over 900 customers

2021

Accumulated customer Spend through OECM agreements reaches $3 billion



# 2022

Marketplace grows to over 80 agreements

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OECM DIRECTOR OPPORTUNITY

**Applicant Package**

**introduction**

Dear Applicant:

Thank you for your interest in OECM’s Board of Directors. Our nomination and election

process is dictated by a Board Recruitment Policy that ensures we maintain a strong governance model to guide OECM as we generate savings for our customers through collaborative strategic sourcing.

The Governance and Human Resources Committee appoints a Nominating Committee that is responsible for ensuring the integrity and quality of the Director nomination and election process. The Committee will review all qualified applications and select a shortlist of candidates who will be invited to participate in an interview with the Nominating Committee. The Committee is also responsible for recommending to the full Board of Directors those candidates who offer the best qualifications to maintain a high-performing Board and bring targeted skills that are aligned with our Corporate Strategy to drive further growth.

This package will provide all information regarding eligibility and qualification requirements, selection criteria, and expectations of Directors. If you have any questions about the enclosed information or nomination process, please contact Fadina Allen, Human Resources at fadina.allen@oecm.ca.

We appreciate the time you are taking to review this package to consider your eligibility and ability to fulfill the duties and accountabilities as a Director of the OECM Board. If you choose to proceed with submitting a full application, we thank you for your interest.

Best regards,

Mike D’Amico

Chair, Nominating Committee

***Applications must be received by the HR Department at*** [***fadina.allen@oecm.ca***](mailto:fadina.allen@oecm.ca) ***by July 7, 2023, 2023 at 5:00 pm.***

**BOARD OF DIRECTORS**

Applicants are requested to submit their application, including a cover letter, resume, completed competency self-assessment, and self-identification questionnaire to the attention of Fadina Allen, Human Resources, at [fadina.allen@oecm.ca](mailto:fadina.allen@oecm.ca) **by July 7, 2023, at 5:00 pm**.

Please carefully read this package in its entirety and refer to the ‘Applicant Checklist and Key Dates’ section for more details on the application and selection process.

Successful candidates must complete and obtain a satisfactory background check which may include educational, employment, references, and criminal records (for which a pardon has not been granted) checks.

**OVERVIEW OF OECM’S BOARD OF DIRECTORS**

Board Composition and Responsibilities

The OECM Board consists of up to 12 Directors, each selected for a term of three years, with potentially two renewable terms. As part of its oversight responsibilities, the Board is responsible for the overall strategic stewardship of OECM; establishing objectives, policies and performance standards and measuring their achievement; risk management; and hiring and delegating authority to the President and CEO.

Committees

The Board has established three standing committees:

* Governance and Human Resources Committee
* Finance and Audit
* Customer Council Committee

The Board currently has one short-term Steering Committee with representation from the Board:

* Technology Steering Committee

Each committee has an assigned Terms of Reference to assist the Board to carry out its mandate.

**THE DIRECTOR OPPORTUNITY**

We are currently looking to fill up to **three positions** on the Board with an independent profile.

An Independent Director means an individual that:

* has no direct or indirect material relationship with OECM (i.e., is not a funder, customer, vendor, or employee of OECM)
* is able to serve without any pre-existing conflict of interest / duty to another organization. All candidates must disclose whether they are a family member of a current OECM employee or Board Member.

To ensure the Board has a reasonable balance of diversity and fresh perspectives, we are also seeking candidates who demonstrate **“advanced” to “expert”** knowledge in one or more of the following areas:

* Cybersecurity
* Corporate Governance
* Government Relations / Advocacy

**MEETINGS AND TIME COMMITMENT**

* OECM’s Board meets four times per year, with additional meetings on an as-needed basis. These meetings are typically 2 - 3 hours in length. In addition, the Board holds a two-day retreat, with the inclusion of the senior leadership team, typically held in the spring each year. This retreat is an opportunity for strategic review and Board education. The Annual General Meeting is held at the end of May concurrently with the last Board meeting of the term and the first Board meeting of the new term and is typically 3 hours in length.
* OECM’s Board of Directors may be required to serve on up to two (2) Committees. These Committees typically meet four times per year, with additional meetings on an as-needed basis. These meetings are typically 2 hours in length.
* Materials for all Board and Committee meetings are distributed by the Corporate Secretary in electronic format generally one week prior to the scheduled meeting.
* Attendance at all Board and Committee meetings is monitored and reported to the Board annually.
* New Directors will also be expected to participate in an Orientation Program, which requires a one-day commitment.
* Annually, OECM hosts a two-day Education Sector Collaborative Event for customers. Board members will be invited to participate, but participation is voluntary.
* Meetings are usually held at OECM offices (Sheppard & Victoria Park, Toronto, Ontario) and can be attended in person or via tele / video conference.

**REMUNERATION**

Directors of the Board are compensated in recognition of the accountabilities and responsibilities associated with governing OECM, and in recognition of the time required for Directors to fulfill their duties.

Board members are compensated on an annual retainer basis. The current annual retainer for a Board member is $17,500 per year. Directors who hold a Board or Committee Chair position are compensated at a higher level in alignment with the additional responsibilities and time commitment required of the position.

Board members are eligible for a Discretionary Spending Allowance of $2,500.

Travel expenses are reimbursed as per Board policy.

**DIVERSITY AND INCLUSIVITY**

In accordance with [OECM’s Commitment to Diversity and Inclusion Statement](https://oecm.ca/news/oecm-commitment-to-diversity-and-inclusion-statement), OECM recognizes and embraces the value of diversity at all levels within the organization, including at the Board level.

Diversity is an important consideration in identifying and assessing candidates to recommend for nomination or appointment to the Board, in conjunction with a merit-based approach. All qualified candidates are welcome to apply.

We continually strive to improve our gender balance through initiatives and processes that encourage the recruitment of qualified female candidates. **Therefore, we strongly encourage female candidates to apply.**

If your experience is close to what is listed in this package, please still consider applying.

Please let us know if you require accommodation during this interview process.

**Applicant competency assessment**

OECM’s goal is to maintain a high-quality board based on the knowledge and experience its Directors bring to their role.

The ideal candidate is a seasoned professional or corporate director with relevant experience in the private or non-profit sectors. A designation from the Institute for Corporate Directors or from Directors’ College would be an asset and is strongly encouraged.

As a minimum qualification, you bring integrity, ethics and respect for privacy and confidentiality. You have strong verbal and written communication skills and work effectively to collaborate with a team to achieve our shared objective. You possess strong business acumen and can recognize and assess business risks and strategic opportunities. You can draw on your experience having served on boards, committees, or organizations.

The attached ‘Applicant Competency Self-Assessment Form’ will assist the Nominating Committee in determining the degree of competency that you bring as a candidate.

Please indicate your level of expertise / experience according to the following definitions:

**4) Expert:** You possess a degree / certificate / diploma in the skill area and/or have significant work experience in that field. **“You Can Teach It.”**

**3) Advanced:** You have direct experience, or significant familiarity with the field as part of your employment or volunteer activities. **“You Can Do It.”**

**2) Capable:** You understand the basic fundamentals and concepts that are encountered in this skill area. **“You Can Explain It.”**

**1)** **Fundamental** You have some knowledge of the competency.

**Awareness: “You Know About It.”**

**APPLICANT COMPETENCY SELF-ASSESSMENT FORM**

|  |  |
| --- | --- |
| COMPETENCIES | RATING |
| Accounting and Financial - Financial integrity to ensure strategy and business decisions are based on reliable financial criteria and accurate data, especially related to critical investments for achieving the organization’s objectives; robust risk analyses of business impacts/disruptions to assess viability of short and long-term financial performance, highlighting problems and opportunities to ensure financial sustainability; financial operational management, cost-benefits and monitoring of funding, accountabilities, budgets and resources. |  |
| Business Transformation and Change Management - Brings about strategic enterprise-wide change resulting in foundational shifts from within by executing fundamental changes to strategy, direction, systems, processes, people and technology. Transformation will be delivered by measurable and incremental internal changes. Determines areas of internal change, identifies stakeholders impacted and systematically supports individuals, teams, and the organization through readiness assessments and effective planning, communications, training, and support |  |
| Corporate Governance - Assessment and management of board governance components, i.e., the laws, regulations, by-laws, policies, practices and ethics through which the objectives of the organization are set and the means of attaining those objectives and monitoring performance are determined, while balancing the interests of stakeholders such as shareholders, employees, customers, suppliers, funders, government and the community. |  |
| Customer Relationship Management / Market Research / Customer Insights - Leverages “holistic view of the customer” - customer needs (products and services), preferences, buyer behaviours, customer loyalty; designs and creates the ideal customer experience driven by data analytics resulting in actionable insights; facilitates synergies between marketing and technology to adapt to new customer behaviours. Builds and grows an organization’s innovation capabilities, both internally and externally, to make the brand more desirable. |  |
| Cybersecurity - The protection of internet-connected systems such as an organization’s IT infrastructure, hardware, software and data from cyberthreats. The practice is used by individuals and enterprises to protect against unauthorized access to data centers and other computerized systems. |  |
| Economic Development (includes ESG) - Understands economic development in the regional, provincial, and national context. Assesses plans to create and develop programs, policies and activities to generate sustainable improvement / growth and broadly shared economic well-being and quality of life for individuals within a community, utilizing physical, human, financial, social, environmental and academic governance assets to achieve targeted goals and objectives. |  |
| Enterprise Risk Management - Current enterprise risk management systems, methodologies and programs; corporate risk planning; business continuity planning and implementation to ensure appropriate systems to manage risks; contingency planning / crisis management in response to current and future business disruptions, e.g., pandemics, cyber risks, supply chain risks (new technologies, advanced manufacturing, robotics, etc.); Environmental, Social and Governance (ESG) considerations of supplier relationships. |  |
| Leadership / Scaling / Restructuring (includes Mergers & Acquisitions) - Takes into consideration all stakeholders as part of making sound business decisions. Sets the “tone at the top” and promotes a positive culture; current best practices in corporate management in complex, evolving business environments. Capitalizes on opportunities to expand the business in a proportional and profitable way through deep data analysis of the key levers, e.g., innovation (increase operational demands), efficiencies (process streamlining); productivity (new technologies) in order to add revenue while maintaining the same costs – or even lowering costs, e.g., labour. Optimize utilization of resources - analysis of organizational structure with stated business outcomes; clear authority and accountabilities; structures maximize efficiency; modern models, e.g., M&A, shared services, to support strategic goals, accountabilities and resources focused on delivering results. |  |
| Marketing / Sales/ Business Development - Understands the marketing, sales and business development process in the not-for-profit and the broader public sectors. Assess plans that focus on market dynamics, competitors and the stakeholders that are key to business success; accounts for and integrates their perspectives into decisions by connecting and aligning business development, sales, marketing, operations, and technology to capitalize on “next best products and services” and create new revenue opportunities; strategic marketing plans, goals and objectives, metrics; social media strategies; differentiates the company in the market, provides unique value to customers, and helps build long-term relationships with customers. |  |
| Municipal Sector  An individual who has performed in a decision-making capacity within the municipal sector (rather than a procurement only capacity). Municipalities involves facilities that are governed/operated in the public good rather than motivated by profit. Services include water supply, sewage collection and disposal, electricity and gas supply, municipal health services, municipal roads and storm water drainage, street lighting, and municipal parks and recreation. |  |
| Public Relations - Understands best practices in strategic external communications. Assesses strategic communications environment including corporate, crisis, customer and marketing communications, media relations, events and reputation management (brand) across multiple communication platforms to build mutually beneficial relationships between organizations and their stakeholders. |  |
| Regulatory / Legal/Policy / International Trade - Understands government regulatory, legal and trade policies and practices; assess how best to comply with requirements and avoid possible sanctions or issues impacting the business. Applies the principles, regulations (provincial / national / international), policy and procedure requirements related to achieving compliance and corporate objectives. |  |
| Strategy and Planning - A visionary perspective in dealing with complex and changing business environments; identifies and critically assesses strategic opportunities and threats to re-envision the future; resets priorities, establishes the business strategy and measures of success to ensure organizational sustainability, drive growth and transformation; establishes consensus / agreement / alignment with intended outcomes / results and adjusts direction in response to a changing environment. |  |
| Supply Chain / Strategic Sourcing / Procurement/ Logistics - The process of planning, managing and optimizing the sustainability of the Supply Chain with a focus on Strategic Sourcing, Procurement/Purchasing; Distribution; Logistics, Inventory Control & Replenishment and Contract Management for Goods, Services, Capital Goods and Major Projects in a complex collaborative environment. |  |

**DIVERSITY AND INCLUSION SELF-IDENTIFICATION QUESTIONNAIRE**

OECM believes that everyone should be treated fairly. We promote diversity, equity, and inclusion in the workplace to ensure full representation at all levels of our organization. We strongly believe that a diverse Board brings diversity of thought, experiences, and knowledge and helps us maintain a high-performing Board. Our diversity and inclusion program ensures that our nomination and selection practices are based on qualifications and ability.

As part of our diversity and inclusion program, we are collecting information about our applicant pool through this questionnaire. Identifying as a member of a diverse group will help create an accurate picture of our candidate pool. We assure you that OECM is a safe environment in which to self-identify.

Completion of the questionnaire below is **voluntary**, but we do ask that you answer “Wish not to disclose” if you do not want to participate in the questionnaire, in whole or in part. We respect your decision to select the option "Wish not to disclose". Please be assured it will not affect the consideration of your application.

|  |
| --- |
| After reading the descriptions in each of the next four sections, answer “Yes” if any of the following apply to you. Please note that you may self-identify in more than one group |

1. **Gender / Sex**

Female ❒ Male ❒ ❒ Other. **OR**  Wish not to disclose ❒

1. **Do you identify as Black, Indigenous, or Person of Colour (BIPOC)?**

Yes ❒ No ❒ **OR**  Wish not to disclose ❒

Examples include, but are not limited to:

* Black
* Indigenous, Métis, or Inuit
* Non-white Latin American (including Indigenous people from Central and South America)
* East Asian (e.g., Chinese, Japanese or Korean)
* South Asian or East Indian (e.g., East Indian, Pakistani, Bangladeshi, Sri Lankan or East Indian from Guyana, Trinidad or East Africa)
* Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai or Vietnamese)
* Non-white West Asian, North African or Arab (e.g., Afghan, Iranian, Lebanese, Egyptian or Libyan)
* People of mixed origin (e.g., with one parent that is BIPOC)

1. **Persons with Disabilities**

Persons with disabilities are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who consider themselves to be at a disadvantage in employment by reason of that impairment, or who believe that an employer or potential employer is likely to consider them to be at a disadvantage in employment because of that impairment. This includes people whose functional limitations due to their impairment have been accommodated in their current job or workplace (e.g., by the use of technical aids, changes to equipment or other working arrangements).

Examples of disabilities include, but are not limited to:

* **Coordination or dexterity impairment**

(e.g., difficulty using hands or arms, such as grasping objects or using a keyboard)

* **Mobility impairment**

(e.g., difficulty moving from one office to another, walking long distances or using stairs)

* **Blindness or visual impairment**

(e.g., unable to see or difficulty seeing, glaucoma; however, do not include yourself if you can see well with glasses or contact lenses)

* **Speech impairment**

(e.g., unable to speak or difficulty speaking and being understood)

* **Deafness or hearing impairment**

(e.g., unable to hear or difficulty hearing)

* **Other disabilities**

(e.g., learning, developmental and other types of disabilities)

Are you a person with a disability? Yes ❒ No ❒ **OR** Wish not to disclose ❒

**APPLICATION checklist and key dates**

**ALL APPLICANTS**

**July 7, 2023, by 5:00 pm:** Deadline to submit a complete application (as detailed below) by email to [fadina.allen@oecm.ca](mailto:fadina.allen@oecm.ca).

Applications must include the following:

1. Cover letter and resume detailing candidate’s:
   * Experience, expertise, and qualifications,
   * High-level overview of specific skills and experience that align with the required Board competencies,
   * Past and present service as a Director,
   * Formal director education / training credentials,
   * Professional or other affiliations or memberships, and
   * Involvement in community activities.
2. Completed Applicant Competency Self-Assessment and Self-Identification Questionnaire (even if you answer “Wish not to disclose”)

Applicants must reside and be legally eligible to work in Canada.

**QUALIFIED CANDIDATES**

**July 2023:** Qualified candidates will be informed that they have been selected for an interview by the Nominating Committee.

**INTERVIEWED CANDIDATES**

**August 2023:** The Nominating Committee will interview selected qualified candidates either via Microsoft Teams Video Conference or-in person; this will be determined and communicated closer to the interview date.

**September 2023**: Finalists will be informed that they are being recommended for election and will be asked to confirm their intent to stand for election.

**Thank you**

Thank you for your interest in the OECM Board of Directors.

For more information, please contact:

**Fadina Allen**, *Human Resources*

[fadina.allen@oecm.ca](mailto:fadina.allen@oecm.ca)

