

College of Patent Agents and Trademark Agents

Board of Directors Skills & Attributes Matrix

2022-03-03

Introduction

CPATA regulates the patent and trademark profession in accordance with the Act, Regulations, By-laws, Registrar's Policies, and the Regulatory Objectives, Standards and Principles.

It is an independent and risk-focused public interest regulator. It identifies regulatory and enterprise risks and proactively takes steps to mitigate them. Given that it is a new regulator, it is committed to gathering information that will allow it to understand the environment that influences the practices of licensees.

CPATA is committed to selecting Board and committee members based on a set of identified skills and attributes, to ensure the Board and committees have the knowledge and attributes to carry out the work effectively, are diverse in all respects, and who strive to attain the vision of CPATA for a modern regulator as outlined in Board Policy No 2, CPATA's Regulatory Objectives, Standards and Principles.

CPATA committees assist the Board to meet its governance and fiduciary obligations. Unless a specific authority is granted, a committee has no independent authority.

The Directors and Committee members subject to [Code of Conduct](#).

Specific Knowledge, Skills, Attributes and Experience

- I. The Skills Matrix below is used to:
- II. identify the specific knowledge, skills, attributes, perspectives, and experience required on the Board;
- III. facilitate appointments that will fill gaps in the required knowledge, skills, attributes, and experience; and
- IV. assist with identifying training and education needs on an ongoing basis.

As a whole, the Board's members must possess/demonstrate the following:

- Local, national, and international backgrounds and experiences that reflect the diverse education and knowledge of registrants and the public served by the College.
- Regional diversity, to reflect the reality that IP practice, and the public's knowledge and expectations of IP practice varies throughout the country.
- Viewpoints from diverse experiences (lived and work), various backgrounds and specialties to inform dialogue and decision-making and contribute to decisions that meet intended objectives, are practical and, ultimately, protect the public.
- Diverse leadership experience in the public, private, and not-for-profit sectors, to promote knowledge and the sharing of best practices.
- Demographic Factors – gender, age, linguistic, racial and ethnic diversity

The College is committed to the foundational principles of equity, diversity, and inclusion, and reconciliation with Canada's Indigenous Peoples which are reflected in the composition of committees and the level of cultural competence expected of committee members.

In addressing the elements included in the Matrix, these general parameters apply:

Knowledge goal:

A Board that understands how CPATA operates in substance and principle, risk principles, the prosecution of patent and trademark applications, the use of patents and trademarks as business tools, litigation involving patents and trademarks, and the need for a clear and reliable IP legal framework

Skills goal:

A Board that communicates effectively both orally and in writing, and through various channels and technologies, to discern and analyze a range of issues be they ethical, governance, strategic, regulatory, etc.

Experience goal:

A Board that has relevant professional, committee, Board, work and lived experience, to engage in effective debate and decision-making in an in-person and on-line environment

Attributes goal:

A Board that has a strong ethical foundation, is organized, and meets deadlines, is highly collaborative in its decision-making, demonstrates active listening skills, and behaves in a fair, respectful, culturally competent, and courteous manner

Knowledge of	CPATA Act, Regulations, by-laws, Regulatory Objectives, Standards and Principles	Patent and Trademark Agent services	Complex organizations from playing a leadership role	Compensation and Human Resource management	Good governance principles	Risk management	Accounting/Budgeting/ Investment/ Risk management oversight	Government relations	Canada's IP and Innovation Strategy & Agenda	Equity, diversity, inclusion ¹
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¹ 'Equity, diversity, inclusion' are closely tied to cultural competence, and include having the knowledge, experience, and skills to actively work to protect against and prevent individual and systemic discrimination, to cultivate appropriate attitudes toward cultural differences, and to ensure that the College's processes are open and accessible to all. Commitment to positively addressing issues affecting Canada's First nations and the College's role in truth and reconciliation are a part of this.

Skills	Organizational and time management	Effective oral communications	Financial literacy	Identifying trends, assessing risks/ opportunities, providing insight for strategic decisions,	To facilitate superior Board performance, placing a premium value on collective achievement	Use technology to enable Board and Committee work	Attention to detail	Cultural competence ²		
Experience	Service on Board of a regulator, not for profit or corporation – some with experience as a chair or CEO reporting to a Board.	Business & innovation at a senior executive level	Fiduciary duties, good governance principles, and stewardship	Budgeting, financial reporting, financial oversight, and external audits	Collegial and effective decision making	Enterprise & regulatory risk management	Creating safe spaces that welcome and support all who wish to connect, learn, share, belong, and grow	Best practices in corporate management in complex, evolving business environments		

² 'Cultural competence' refers to an ability to understand, communicate with and effectively interact with people across different cultures; acknowledge the harmful effects of discriminatory thinking and behavior on human interaction; and acquire and perform the skills necessary to lessen the effect of these influences in order to serve the pursuit of justice. (Rose Voyvodic, "Lawyers Meet the Social Context: Understanding Cultural Competence" (2006) 84:3 The Canadian Bar Review 564 at 564)

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Attributes</p>	<p>Integrity and high ethical standards in personal and professional dealings</p>	<p>Adaptable - recognizing plans change</p>	<p>Leading and considering all stakeholders to make sound business decisions, promote a positive culture</p>	<p>Objectivity - evidence based decision making</p>	<p>Professionalism & civility and act ethically/ with integrity</p>	<p>High-performance standards for self and others</p>	<p>Speak the truth</p>	<p>Takes full responsibility for decisions made</p>	<p>Follow through on commitments.</p>	<p>Strong work ethic</p>
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