

## Board Competency Profile

### INTRODUCTION, PURPOSE

This Competency Profile describes the important skills, attitude and knowledge areas needed of the Board of Directors, to serve the interests of Tourism HR Canada today and into the future. The Profile also contains information on the preferred experience and other foundational requirements of an effective Board member. The Profile serves a foundation for exceptional and effective governance and helps ensure, on the whole, that the Board composition has the necessary competency and capacity to effectively fulfil its responsibility.

The Profile will:

- › Affirm needs and clarify priorities
- › Be used to consider new candidates
- › Determine Board training, support and evaluation
- › Strengthen accountability
- › Foster increased, strategic engagement

### UNDERSTANDING THE PROFILE

The Profile contains three areas associated with the overall competency of the Board:

**SECTION 1 Competencies**, including the knowledge and skills associated Board governance and operational activities.

1.1 **Board governance**, which apply to the role of all directors. Whether Board members have these competencies or acquire them over the time they serve, the competencies are essential to working effectively with required Board processes and policies, good decision-making, and the ability to think globally.

1.2 **Strategic and technical** are specialized competencies that help propel the organization forward in its strategic direction. Board members with these competencies are able to relate to issues

facing the organization and have the knowledge, experience and possibly access to resources required to face the challenges successfully.

**SECTION 2 Preferred Experience** provides a summary of the type of experiences that are desirable for each director, and collectively as Board. There are three areas of interest:

- › Understanding of, and experience in tourism;
- › Board corporate governance experience; and
- › Experience with government and working with elected officials.

**SECTION 3 Foundational Requirements and Additional Considerations** contains a list of desirable traits.

The overall Board Competency is considered to be the sub of the individual Board member’s competencies. No single Board member is expected to have all competencies contained in this profile. Collectively, the Board of Directors should have sufficient experience to reflect all competencies. From time to time, the Board will also determine the prioritization of the competencies to reflect emergent needs.

## BOARD COMPETENCY SUMMARY MATRIX

SECTION 1		SECTION 2	SECTION 3
Board Governance Competencies	Strategic & Technical Competencies	Preferred Experience	Additional Considerations
Finance and Accounting, Audit and Compliance	Strategic Planning	Understanding and Experience in Tourism	<b>Foundational Expectations</b> <ul style="list-style-type: none"> <li>- active participant</li> <li>- organizational interests</li> <li>- serve on committees</li> <li>- networking</li> <li>- attend meetings</li> <li>- adhere to conflict of interest guidelines</li> <li>- adhere to code of conduct</li> <li>- maintain confidentiality</li> <li>- act with impartiality</li> </ul> <b>Additional Considerations</b> <ul style="list-style-type: none"> <li>- honesty, integrity, respect</li> <li>- accountability</li> <li>- forward-thinking</li> <li>- global viewpoint</li> <li>- accomplished in field</li> <li>- effective communicator</li> </ul>
Organization and Business Acumen	Marketing	Board Corporate Governance	
Legal and Regulatory	Fundraising	Government Relations/ Public Policy	
Tourism Labour Market	Program and Policy Development		
Board Governance and Leadership	Risk Management		
	Business Development, Entrepreneurship		
	Human Resource/ Talent Management		

# Board Competency Profile

## SECTION 1 Competencies

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### Board Governance Competencies

- 1.1 Finance and Accounting, Audit and Compliance
  - › Knowledge of financial management systems with a specific focus on non-profits, investments, grant funding
  - › Able to read and interpret financial statements
  - › Knows how to measure and monitor organizational performance
  - › Able to identify principle risks of Tourism HR Canada's operations and ability to help ensure systems are put in place to address shortcomings
  - › Practical knowledge of internal controls, including general accounting methods, procedures or systems designed to promote accountability and efficiencies
- 1.2 Organization and Business Acumen
  - › Experience in dealing with non-profit organizations and general business or commercial matters
  - › Demonstrated ability to provide effective and value-added oversight on organizational matters, such as deployment and management of human, financial, technological resources
  - › Ability to analyze organizational and business cases, and identify and support strategies to address needs and opportunities, i.e. can define a relevant strategy, make decisions on allocating resources, support implementation
- 1.3 Legal and Regulatory
  - › Practical knowledge in the application of and compliance with specific laws, legislation and regulations which govern non-profit organizations
- 1.4 Tourism Labour Market / Human Capital and Human Resource Management
  - › Knowledge and commitment of Tourism HR Canada's mission, vision, strategies, programs and structure
  - › Demonstrated commitment to mandate of organization, i.e. interest and engagement in labour market issues
  - › Belief in the importance of tourism to socio-economic wellbeing of Canada
  - › Proactively expands her/his knowledge of the current work of Tourism HR Canada

## 1.5 Board Governance and Leadership

- › Knowledge of roles and function of a Board, and understands the difference between the roles of the Board and staff
- › Experience with Board oversight role as a director at an organization of similar size, scope and complexity
- › Track record of preparing for and contributing to Board committee and meeting discussions and oversight
- › Demonstrated commitment of time and effort to fulfil duties
- › Exercises due diligence and reasonable care in all matters in fulfilling duties
- › Demonstrated ability to operate effectively of a team of appointed directors to help achieve expected Board performance
- › Demonstrated ability to contribute and operate with candor, professionalism and emotional intelligence
- › Effective negotiation skills in articulating viewpoints with influence
- › Effective conflict management skills; able to handle conflicts in a sensible, fair and efficient manner

## Strategic and Technical Competencies

### 1.6 Strategic Planning, e.g.

- › Uses structured and strategic thinking, i.e. analytical capability to guide decision making
- › Knows strategic organization's strategic objectives and how to support them
- › Translates organization's strategies into meaningful plans
- › Demonstrates how priorities fit into overall strategies
- › Stays abreast of changes in the marketplace and the organization's position
- › Continuously learns and demonstrates an understanding of the labour market environment, trends in the economy, and technology that may impact workers;
- › Actively looks toward the long-term implications of decisions and resource requirements
- › Takes a long-term perspective on problems and opportunities facing the organization.

### 1.7 Marketing, e.g.

- › Ability to identify trends and needs associated with labour market issues
- › Ability to communicate Tourism HR Canada's brand image and product value
- › Has a solid understanding of sales and marketing principles, best practices and common business development techniques

### 1.8 Fundraising, e.g.

- › Ability to identify and cultivate relationships with major funders / partners
- › Experience with writing and negotiating proposals

- 1.9 Program and Policy Development and Implementation, e.g.
  - › Ability to develop a plan to implement a course of action taking into account relevant factors (e.g. regulations and policies)
  - › Experience in evaluating plans, policy or program.
- 1.10 Risk Management, e.g.
  - › Ability to identify and monitor risks
- 1.11 Business Development, Entrepreneurship, e.g.
  - › Ability to identifies commercial opportunities
  - › Knowledge on aligning business development activities with the organization's strategy
  - › Ability to analyze business and competitive intelligence data to identify existing and new business opportunities
  - › Experience implementing systems and processes which contribute to operational efficiency and success
  - › Experience managing business growth
- 1.12 Human Resource / Talent Management, e.g.
  - › Ability to develop and use policies and strategies to determine and satisfy organization's human capital requirements
  - › Ability to design or manage President/CEO compensation strategies and plans

## SECTION 2 Preferred Experience

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- 2.1 All Board members must have an **understanding of and experience in tourism**, and demonstrate they are current and keep abreast of developments in the tourism industry.
- 2.2 It is desirable that Board members have **Board corporate governance experience**, e.g.
  - › Experience working on a non-profit Board
  - › Knowledge of Board governance requirements
- 2.3 It is desirable that Board members have **experience with government and working with elected officials**, for example:
  - › Proven experience with government relations and public policy development and trends
  - › Advocacy, appealing to government to promote policies and programs that serve the best interests of tourism-related issues (and most ideally, specific to labour market matters)

## **SECTION 3** Additional Considerations and Foundational Requirements

### **Foundational Expectations**

All Board members hold voluntary positions as Directors, and are expected to serve the interests of the organization by:

1. Be prepared to actively participate in Board meetings, and to constructively engage in discussions
2. Act in the best interests of the organization at all times (organizational interests above personal interests)
3. Be prepared to serve on Board appointed committees
4. Be willing to assist in networking, arranging meetings with stakeholders, and use every opportunity to promote the good name and mission of Tourism HR Canada
5. Attend Board Meetings in person, or if necessary by teleconference, with a minimum attendance of 50% of Board Meetings
6. Adhere to Conflict of Interest Policy
7. Adhere to Code of Conduct Policy
8. Maintain accountability and confidentiality
9. Acting with impartiality and without undue influence

### **Additional Considerations**

All Board members should possess the following personal characteristics:

1. Honesty and integrity, respect for others and a willingness to collaborate and cooperate, flexibility and openness to change
  - › Demonstrates collegiality, diplomacy, tact and discretion when dealing with others
  - › Ability to separate personal interests from organizational interests
2. Accountability
3. Forward-thinking, e.g. good problem-solving skills, intellectual curiosity and creative thinking
4. Global viewpoint, i.e. an ability to look at issues in a wider context and take into account a wide range of influences and factors and see the implications of decisions
5. Accomplished in field; recognized as a leader
6. Effective communications, e.g. demonstrates active listening and able to present ideas and thoughts clearly and with persuasion

The Board of Directors should represent a diversity of experiences, backgrounds, gender and origin and strive to maintain such diversity.