

TOURISM NOVA SCOTIA BOARD OF DIRECTORS COMPETENCY PROFILE

The objects of TNS are defined in the *Tourism Nova Scotia Act* (the “Act”). The Corporation’s activities are guided by strategic and annual business plans. The TNS Board of Directors has also adopted a Board Charter that describes the work of the Board. Based upon these foundations, the Board has identified the desirability of having the following competencies and experience represented on the TNS Board of Directors.

Competency	Demonstrated through:
Strategic Thinking	<ul style="list-style-type: none"> • Ability to identify and analyze strategic issues • Experience in developing strategy for ambitious growth-oriented organizations • Experience in leading strategic planning processes
Accounting/Financial Acumen	<ul style="list-style-type: none"> • Relevant designations or education, and/or • Experience in mid to senior level positions in financial management, auditing, banking, lending or investment management
Tourism experience	<ul style="list-style-type: none"> • Ownership of or senior management experience in private sector businesses connected to the tourism sector
Public policy development/analysis	<ul style="list-style-type: none"> • Experience in senior level roles responsible for public policy development/analysis
Marketing, branding, PR, communications	<ul style="list-style-type: none"> • Relevant education or designations, and/or • Very strong understanding of digital communications and niche marketing • Significant experience as a communications or public relations professional in a PR, communications or marketing firm, and/or • Experience in positions with primary accountability for communications or public relations on behalf of the organizations • Experience as a consultant or expert advisor on communications and public relations for a number of organizations
Competency	Demonstrated through:
Private Sector Experience	<ul style="list-style-type: none"> • Ownership of or senior management experience in private sector businesses
Human Resources	<ul style="list-style-type: none"> • Relevant education or designations, and/or

	<ul style="list-style-type: none"> • Experience in positions with primary accountability for human resources and/or labour relations in significant organizations, and/or • Experience in positions as the chief labour relations negotiator or expert advisor on labour relations
Governance	<ul style="list-style-type: none"> • Relevant education or designations, and/or • Significant board experience, preferably in both the private and public sectors, and/or • Experience as an expert advisor on governance issues
International exposure/global business perspective	<ul style="list-style-type: none"> • Extensive global travel for business or pleasure, and/or • Mid to senior management experience in corporations with strong global export orientation
Legal/risk	<ul style="list-style-type: none"> • Relevant education or designations, and/or • Significant experience as a practising lawyer in an area of law of relevance to the Corporation, and/or • Experience in positions with primary accountability for enterprise risk management
Inter-personal relationships	<ul style="list-style-type: none"> • Demonstrated ability to work effectively in groups or teams

Appropriate geographic, gender and cultural diversity will also be considered.