



APPENDIX A

Travel Industry Council of Ontario (TICO) **Board Member Profile**

To effectively achieve its mandate, the TICO Board seeks directors with a mix of skills and experience to provide appropriate leadership and strategic direction to the organization. To that end, the Board has established a Competency Matrix, which identifies the following fifteen competencies that are critical to achieving its objectives:

- Industry Knowledge and Experience
- Consumer Knowledge
- Board Experience
- Financial Literacy
- Legal
- Strategy
- Risk Management
- Change Management
- Organizational Behaviour
- Technology
- Communications
- Human Resources
- Operations
- Marketing/Public Relations
- Government Knowledge

Definitions of each competency are included in the Board Competency Matrix, which is attached. The Competency Matrix is reviewed regularly to ensure that the skills continue to reflect the needs of the organization.

Periodically, board members complete Competency Self-Assessments. The results of those assessments are compiled, and an analysis is completed to determine any gaps. This analysis supports and directs the recruitment process and informs the Board's development efforts.

One of the most important criteria for a TICO Board Member is the ability to demonstrate and commit to serve the full term of the position. Board members should:

- Provide credible stakeholder perspectives
- Provide strong participation that strives for excellence and supports consensus building
- Be strategic thinkers who take a governance-focused approach to Board responsibilities
- Demonstrate a willingness to support TICO's Vision and Mission

The Board will seek to achieve diversity in its membership.

This profile is reviewed and updated annually to ensure that it reflects the current needs of the Board consistent with the achievement of TICO's Business Plan.



Travel Industry Council of Ontario (TICO)
Board Competency Matrix

<u>COMPETENCY</u>	<u>DEFINITION</u>
Industry Knowledge and Experience	The member has experience with or can demonstrate knowledge or expertise of the travel industry. This may include an understanding of trends, challenges and opportunities, or unique dynamics within the sector that are relevant to TICO.
Consumer Knowledge	The member has knowledge of and/or experience with consumer protection frameworks and is dedicated to promoting and protecting the interests of consumers. The member has a good understanding of the drivers behind consumer behaviour and has an appreciation of the insights from behavioural sciences regarding how humans actually behave and make decisions. Understanding consumer behaviours and underlying drivers enables the member to contribute to the enhancement of consumer protection initiatives. In TICO's context, insights into how consumers and registrants behave, including purchase decisions, can assist the organization in making informed decisions that protect the public, promote industry compliance and inform more effective and representative policy decisions for the organization.
Board Experience	The member has experience with, or can demonstrate knowledge or expertise in, board matters. The member has a clear understanding of the distinction between the role of the board versus the role of management. Governance experience could be acquired through prior board or committee service or reporting to/or working with a board as an employee, or through an accredited organization (e.g. ICD).

<u>COMPETENCY</u>	<u>DEFINITION</u>
Financial Literacy	The member has the ability to comprehend TICO's internal and external financial statements, including familiarity with financial reporting requirements for registrants. The member has an understanding of generally accepted accounting principles (GAAP), knowledge and/or equivalent experience with financial planning, budgets and analysis, including an underlying appreciation for financial KPI's, risk management and investment portfolio concepts. The member has an understanding of internal controls and general controls within an IT environment.
Legal	The member has experience in law and compliance and/or experience providing legal/regulatory advice and guidance within a regulatory organization.
Strategy	The member has the ability to generate and apply strategic thinking in regard to the unique business insights and opportunities of relevance to TICO. The ability to support, promote, and ensure alignment with the organization's vision and values. The member has the ability to understand how an organization must evolve considering internal and external trends and influences.
Risk Management	The member has knowledge and experience in enterprise risk management with a practical understanding of operational, environmental and reputational risks. The member has an understanding of the Board's role in the oversight of risk management principles and practices in the context of good corporate governance.
Change Management	The member has sound knowledge of and/or experience with change management principles and frameworks. The member has either led major change within a business environment or has provided strategic insight to management to facilitate a significant transition. The member has demonstrated the capacity to adjust and balance priorities to effect change and to provide leadership in adapting goals, plans, systems and processes to respond effectively to business transformations. The member is a change leader and has assisted management in planning, implementing and evaluating transformation strategies to improve organizational performance while respecting existing business culture.

<u>COMPETENCY</u>	<u>DEFINITION</u>
Organizational Behaviour	The member has the ability to understand a business' internal culture and how that culture may facilitate or hinder productivity in the achievement of organizational goals. Organizational behaviour is the study of human behaviour in organizational settings, that investigates the impact that individuals, groups, and structure have on behaviour within organizations for the purpose of applying such knowledge towards improving an organization's effectiveness.
Technology	The member has information technology experience, with knowledge of current and emerging technologies, current risk and regulatory requirements as they would specifically apply to TICO's strategic, regulatory and operating environment; including information security risk. The member has experience and knowledge in leading or significantly influencing technology infrastructure and/or applications with a solid understanding of emerging technologies, including social networking, artificial intelligence, blockchain, cloud and data analytics.
Communications	The member has the ability to both listen effectively and articulate ideas, opinions, rationales, and comments in a clear, concise manner. This includes accepting accountability for engaging in frank, open and honest discussions, valuing a diversity of opinions and perspectives, with a view to making well-informed decisions and seeking to achieve in-group consensus in the best interest of TICO. The member is comfortable using online communications technology (email, online meetings, conference calls, web portal, etc.). The member has the ability to listen and communicate effectively – ability to articulate, be succinct, set the right tone, etc.
Human Resources	The member has experience with human resource issues in a corporate environment with relevant knowledge of regulatory requirements, performance management, leadership, development/talent management, succession planning and compensation decision-making, including ensuring alignment between compensation plans and corporate strategy.

<u>COMPETENCY</u>	<u>DEFINITION</u>
Operations	The member has experience with, or is able to demonstrate knowledge or expertise in, sound management and operational business processes and practices. This competency may include an understanding of topics such as managing complex projects, leveraging information technology, planning and measuring performance, and allocating resources to achieve outcomes.
Marketing / Public Relations	The member has experience with, or can demonstrate knowledge or expertise in, communications, public relations or interacting with the media. This may include knowledge of effective advocacy and public engagement strategies, developing key messages, crisis communications, or social media and viral marketing.
Government Knowledge	The member has an understanding of government structure, mechanics and decision-making processes and/or experience with or knowledge of the delegated administrative authority model. The member has an understanding of the strategic priorities of government and the relationship between those priorities and the work of TICO. The member has knowledge of the political environment and public policy, including how to promote effective government relations.