

Profile of a Director

As a whole the board of directors should be skilled, credible, capable, experienced and well able to lead the organization. The membership of the Board of Directors should be drawn widely to achieve a balance of skills and expertise needed for the Board to fulfill its governance roles and responsibilities. The overall composition of the elected Directors should reflect a balance of perspectives from different sectors and regional diversity.

The generic qualities of a Director should include:

- A commitment to the mission, vision and values of TESL Ontario
- A commitment to engage in strategic thinking and relationship building to advance the Strategic Targets of TESL Ontario
- Personal and professional integrity and informed judgment
- Experience in and understanding of governance including the roles and responsibilities of the Board including the difference between governance and management
- Enthusiasm for the role of Director and its demands
- Ability to work positively and co-operatively and communicate effectively as a member of a team with other members of the Board and Management
- Ability to provide wise counsel and ask relevant questions at a strategic level
- Ability and willingness to commit the necessary time to prepare for and participate in Board orientation and continuing education, Board meetings, and committee meetings
- Commitment to comply with the Board of Directors' conflict of interest Policies and Code of Conduct and Ethics

Personal Attributes

Attribute	Description
Integrity	A commitment to : <ul style="list-style-type: none"> • Understanding and fulfilling the duties and responsibilities of a director • Putting TESL Ontario's interests foremost • Being transparent and declaring any activities or conduct that might be a potential conflict of interest • Maintaining board confidentiality
Effective Communicator	Ability to: <ul style="list-style-type: none"> • Listen to, and constructively and appropriately debate other people's viewpoints • Develop and deliver cogent arguments • Communicate effectively with a broad range of stakeholders
Contributor and Team Player	Ability to work as part of a team and demonstrate the passion and time to make a genuine and active contribution to the Board
Commitment	A visible commitment to the strategic targets of TESL Ontario
Critical and Innovative Thinker	Ability to critically analyze complex and detailed information, readily distill key issues, and develop innovative approaches and solutions to problems
Leader	Innate leadership skills including the ability to: <ul style="list-style-type: none"> • Appropriately represent the organization • Set appropriate board and organizational culture • Make and take responsibility for decisions and actions

Matrix for Directors

Skill Area	Description	Key Director Strengths	
		√ (Have)	X (Need)
Strategy	Ability to think strategically and identify and assess strategic opportunities		
Financial Performance	Experience in finance and the ability to analyze key financial statements, contribute to strategic financial planning, oversee budgets		
Risk and Compliance oversight	Ability to identify key risks to the organization in a wide range of areas		
Governance	Knowledge and experience in governance structures, policies and processes		
Information technology and Strategy	Knowledge and experience in strategic use and governance of information management and information technology		
Executive Management	Experience at an executive level including the evaluation of the E.D., oversee strategic HR management such as workforce planning		
Commercial /marketing	Knowledge of communication strategies, marketing, branding		
ESL/SLT policy, planning and delivery	Knowledge, experience and networks in ESL policy, delivery and planning		
LINC/ELT policy, planning and delivery	Knowledge, experience and networks in LINC policy, delivery and planning		
Post secondary policy, planning and delivery	Knowledge, experience and networks in Post secondary policy, delivery and planning		
Private English Language Training Sector policy, planning and delivery	Knowledge, experience and networks in Private English Language Training Sector policy, delivery and planning		