

SEESA BOARD CORE COMPETENCIES

Definition: a **competency** is the demonstrated capability to apply or use a set of related knowledge, skills, and abilities required to successfully perform "critical work functions" or tasks.

SEESA Board core competencies are intended to balance professional experience, environmental or contextual knowledge and personal attributes and skills.

The competencies have been tailored to best suit their need and accurately reflect the requirements of the SEESA board.

Competency Area	Critical Competencies	Brief Description
Relevant Professional Experience	Governance Business/Management Legal/Regulatory Human Resources Accounting/Financial Risk Management Social Impact Performance/Accountability Organizational Capacity & Sustainability Fundraising/Philanthropy	Candidate has professional/volunteer experience that is relevant and valuable to the organization & board.
Specialized Environmental Knowledge	Industry Knowledge Government/Public Policy Community/Stakeholder Relations Diversity & Inclusion Health & Safety	Candidate has specialized knowledge of the environment or context affecting the organization & board.
Personal Effectiveness Skills	Leadership/Teamwork Strategic Thinking/Planning Critical Thinking/Problem Solving	The candidate has personal skills or attributes of value to the organization & board.

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Relevant Professional Experience

Governance Experience

The applicant has experience with, or is able to demonstrate knowledge or expertise in, board governance in the private, public, and/or voluntary/non-profit sector. The applicant 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.

Business Management Experience

The applicant has experience with, or is able to demonstrate knowledge or expertise in, sound management and operational business processes and practices in the private or public sector. 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.

Legal/Regulatory Experience

The applicant has experience with, or is able to demonstrate knowledge or expertise in, legal principles, processes, and systems. This may include interpreting and applying legislation, experience with adjudicative or quasi-judicial hearings or tribunals, or an understanding of the legal dimensions of organizational issues.

Human Resources Experience

The applicant has experience with, or is able to demonstrate knowledge or expertise in, strategic human resource management. This may include workforce planning, employee engagement, succession planning, organizational capacity, compensation, and professional development. CEO performance management and evaluation is an asset.

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Accounting/Financial Experience

The applicant has experience with, or is able to demonstrate knowledge or expertise in, accounting or financial management. This may include analyzing and interpreting financial statements, evaluating organizational budgets, forecasting and cash flow, and understanding financial reporting.

Risk Management Experience

The applicant has experience with, or is able to demonstrate knowledge or expertise in, enterprise risk management. This may include identifying potential risks, recommending and implementing preventive measures, and devising plans to minimize the impact of risks. This competency may also include experience or knowledge of auditing practices, organizational controls, and compliance measures.

Social Impact

The applicant has experience with, or is able to demonstrate knowledge or expertise in, social impact. This may include recommending methods to identify, quantify, improve and measure the social impact of the organization.

Performance/Accountability

The applicant has experience with, or is able to demonstrate knowledge or expertise in, performance and accountability. This may include identifying and recommending evaluation methods and processes to track performance, improve, report to stakeholders and improve performance.

Organizational Capacity & Sustainability

The applicant has experience with, or is able to demonstrate knowledge or expertise in, organizational capacity and sustainability. This may include non-profit best practice and forward-thinking, process and systems thinking, external collaborations, social

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innovation, social entrepreneurship, awareness of emerging trends and the risks and opportunities they create for the organization.

Fundraising/Philanthropy

The applicant has experience with, or is able to demonstrate knowledge or expertise in, positioning strategic fundraising and philanthropy as a core role and responsibility of the board.

Specialized Environmental Knowledge

Government/Public Policy Knowledge

The applicant has experience with, or is able to demonstrate knowledge or expertise of, the broader public policy context affecting the organization. This may include the strategic priorities of government and the relationship between those priorities and the work of the organization.

Community/Stakeholder Relations Knowledge

The applicant has experience with, or is able to demonstrate knowledge or expertise of, the community or communities the public agency serves, including the stakeholder landscape affecting the organization. This may include a demonstrated capacity to build networks and foster trusting relationships with communities and stakeholder groups.

Public Relations/Media Experience

The applicant has experience with, or is able to 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.

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Industry Sector Knowledge

The applicant has experience with, or is able to demonstrate knowledge or expertise of, the industry or sector the organization operates within. This may include an understanding of particular trends, challenges and opportunities, or unique dynamics within the sector that are relevant to the organization.

Health and Safety

The applicant has experience with, or is able to demonstrate knowledge or expertise of, health and safety best practices for senior centres. This may include knowledge of leading edge health and safety systems, processes and policies that ensure the health and safety of all stakeholders when in the SEESA facility and/or conducting business on behalf of SEESA offsite.

Personal Effectiveness Skills

Leadership/Teamwork Skills

The applicant demonstrates an ability to inspire, motivate and offer direction and leadership to others. The candidate also demonstrates an understanding of the importance of teamwork to the success of the board. This may include an ability to recognize and value the contributions of board members, staff, and stakeholders.

Strategic Thinking/Planning Skills

The applicant demonstrates an ability to think strategically about the opportunities and challenges facing the public agency and to engage in short, medium and long-range planning to provide high-level guidance and direction for the organization.

Critical Thinking/Problem Solving Skills

The applicant demonstrates an ability to apply critical thinking to creatively assess situations and to generate novel or innovative solutions to challenges facing the board of the organization.