

# Valley Regional Enterprise Network



## Board of Directors Recruitment Package

AUGUST 2017

## Valley Regional Enterprise Network

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## Board of Directors: Call for Applications

The Valley Regional Enterprise Network is recruiting volunteers to serve a term on the Board of Directors.

In 2013, Regional Enterprise Networks (RENs) were launched by the Province of Nova Scotia and partnering municipalities and First Nation communities to guide and navigate regional economic development while providing support to businesses. (For more background, see [Renewing Regional Economic Development in Nova Scotia – RDA Review Panel, 2012.](#))

Led by a business-driven Board of Directors, the Valley Regional Enterprise Network operates as a connector among economic development partners, supports business growth and retention, and provides regional leadership on economic priorities.

### CORE OBJECTIVES

1. Develop, implement and monitor a regional strategy for economic development consistent with provincial and municipal economic development priorities and opportunities.
2. Support business growth in communities.
3. Exhibit the role as regional connector, navigator and facilitator of economic development activity among partners.
4. Act on focused plans responsive to regional economic conditions.
5. Lead an innovative approach to regional economic development that balances priorities and sectoral strengths with provincial and municipal priorities.

The board plays a key role in leading a three-year Regional Economic Development Strategy, building strong strategic relationships and founding a strong organizational framework. Responsibilities include: managing the chief executive officer; providing strong financial stewardship; setting and monitoring performance measures; and effectively communicating, or advocating, on behalf of regional interests.

Ideally, the 8-12 member board is comprised of a team of leaders with **combined skills and experience in business, industry, corporate governance, financial stewardship, strategic planning, communications, partnership development, stakeholder relations, and expertise in law, accounting, human resources, economic development and entrepreneurship.**

**The deadline for the receipt of applications is 12 noon on Friday, August 18, 2017.**  
Please submit your application by email to [info@valleyren.ca](mailto:info@valleyren.ca)

For further information about the Board of Directors and the Valley Regional Enterprise Network, please contact the Chief Administrative Officer in your municipality or email [info@valleyren.ca](mailto:info@valleyren.ca)

## Valley Regional Enterprise Network

### 2017 Board Recruitment and Selection Process

The Valley Regional Enterprise Network is recruiting 4-6 volunteers to serve 1-3 year terms on the Board of Directors.

Applications are invited from the Valley Regional Enterprise Network stakeholder community and the general public. **We are specifically looking for directors with combined skills and experience in business, industry, corporate governance, financial stewardship, strategic planning, communications, partnership development, stakeholder relations, and expertise in law, accounting, human resources, economic development and entrepreneurship.**

**Board members should be private sector, or leaders in their field, have demonstrated their commitment to the region, and be capable of representing broad regional interests, not just those of one specific organization or interest group, or funding agency.**

**The deadline for the receipt of applications is 12 noon on Friday, August 18, 2017.**

Applicants will be assessed according to the qualifications outlined in the position description and the competencies matrix.

The Nominating and Recruitment Committee will oversee the selection process, which involves:

- Reviewing of applications
- Assessing applicants' qualifications, experience and competencies according to the competencies matrix
- Nominating qualified candidates to the Liaison and Oversight Committee for approval

The Nominating and Recruitment Committee will take into account the need for regional and sectoral representation and strive to represent diversity of gender, ethnicity, and age.

#### Important Information for Candidates

A completed application is comprised of the following items:

- Completed application form
- Cover Letter
- Resume
- Self-Assessment Form (see attachment)

## VALLEY REGIONAL ENTERPRISE NETWORK BOARD OF DIRECTORS JOB DESCRIPTION

### Director

As a member of Board of Directors, the Director is responsible for the Valley Regional Enterprise Network's consistent achievement of its mission and organizational objectives.

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Led by a business-driven Board of Directors, the RENs operate as connectors among economic development partners, support business growth and retention, and provide regional leadership on economic priorities.

### **Core Objectives**

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The board plays a key role in leading a three-year Regional Economic Development Strategy, building strong strategic relationships, and founding a strong organizational framework. Responsibilities include managing the chief executive officer; providing strong financial stewardship; setting and monitoring performance measures; and effectively communicating, or advocating, on behalf of regional interests.

The director demonstrates excellent leadership skills, resourcefulness, commitment and the ability to think broadly and act collaboratively. S/he seeks out solutions to new challenges, and identifies and capitalizes on new opportunities.

As a director you will be responsible for the Valley Regional Enterprise Network's consistent achievement of its mission and organizational objectives, including:

- Strategic planning aimed at carrying out the organization's mission
- Playing a leadership role in identifying regional economic development priorities
- Being transparent, including communicating to members, stakeholders and the public, and responding appropriately to requests for information
- Developing appropriate structures for the corporation
- Maintaining fiscal responsibility
- Ensuring high levels of executive management performance
- Implementing assessment and control systems
- Planning for the succession and diversity of the Board
- Ensuring an appropriate, formal orientation program for new directors
- Assessing the contribution of the Board, committees and all directors annually
- Preparing for meetings by reading all materials and circulating concerns in advance
- Dissenting at times that you do not agree with a decision
- Sharing your expertise and experiences

#### **Eligibility**

- Applicants must be 18 years of age
- Have demonstrated commitment or investment in the region
- Must not be a provincial or municipal government employee or an elected official

#### **Qualifications**

Directors must possess the following qualities:

- Ability to devote sufficient time and energy to the performance of duties as a director
- Willingness to assume the responsibilities associated with being a director
- Demonstrated integrity, high ethical standards and respect of privacy and confidentiality
- Ability to recognize and assess business risks and strategic opportunities
- Ability to distinguish between Board and Management roles
- Ability to think, act and speak independently and with conviction and confidence
- Strong oral and written communication skills
- Ability to conceptualize and think strategically
- Good problem-solving and interpersonal skills
- Ability to meet time commitments
- Ability to participate in group decision-making
- Willingness to participate in board orientation and continuing education
- Objectivity
- Values consistent with those of the organization.

In addition to the general eligibility qualifications and requirements set out above, board members should collectively represent a range of expertise such as the following:

### **Governance**

- Financial literacy and stewardship
- Previous board experience
- Strong ethics
- Risk management experience
- Change management experience

### **Expectations**

As a member of the Board, and in contributing to the collective achievement of the role of the Board, the individual director is responsible for the following:

### **Fiduciary Duties**

- Each director is responsible to act honestly, in good faith and in the best interests of the Regional Enterprise Network and in so doing, to support the corporation in fulfilling its mission and discharging its accountabilities.
- A director shall apply the level of skill and judgment that may reasonably be expected of a person with his or her knowledge and experience. Directors with special skill and knowledge are expected to apply that skill and knowledge to matters that come before the Board.
- A director's fiduciary duty includes a requirement that he or she avoid situations where the interests of the director are in conflict with the interests of the Regional Enterprise Network.
- Candidates must be able and willing to assume the legal/financial risks and liabilities associated with the standards of care and fiduciary responsibility imposed on directors.

### **Accountability**

- The director is not solely accountable to any special group or interest and shall act and make decisions that are in the best interest of the corporation, as a whole. A director shall be knowledgeable of the stakeholders to whom the corporation is accountable and shall appropriately take into account the interests of such stakeholders when making decisions as a director, but shall not prefer the interests of any one group if to do so would not be in the best interests of the corporation.
- Directors are expected to exercise their own thought and judgment in the decision-making process and should not “rubber stamp” the opinions of others.

A director shall be knowledgeable about the following:

- Economic development, entrepreneurship, and/or economics
- Economic development stakeholders
- The sector or sectors environment generally
- The duties and expectations of a director

### **Organization policies applicable to Board members**

A director is expected to:

- Participate in a Board orientation session, orientation to committees, Board retreats and Board education sessions
- Attend additional appropriate educational conferences in accordance with Board-approved policies if needed
- Ensure he or she understands his or her fiduciary duties and the standard of care that is required and seek clarity where required
- Have a good general knowledge of the legal framework within which the Regional Enterprise Network operates, including: legislation, incorporating documents, by-laws, policies
- Acquire a good working knowledge of issues that have faced the Board.

### **Teamwork and Participation**

- A director shall develop and maintain sound relations and work co-operatively and respectfully with the Board Chair, members of the Board and the Chief Executive Officer
- A director shall not attempt to dominate a discussion
- A director is expected to properly prepare for meetings, participate actively in Board discussions and generally participate constructively
- A director must feel comfortable expressing a dissenting opinion or vote
- A director shall at all times be respectful of the views of others, even when there is a difference of opinion
- Despite any discrepancies, directors are expected to act in solidarity with the Board once a final decision has been made

### **Community Representation and Support**

- A director shall represent the Board and the corporation in the community when asked to do so by the Board Chair

### **Continuous Improvement**

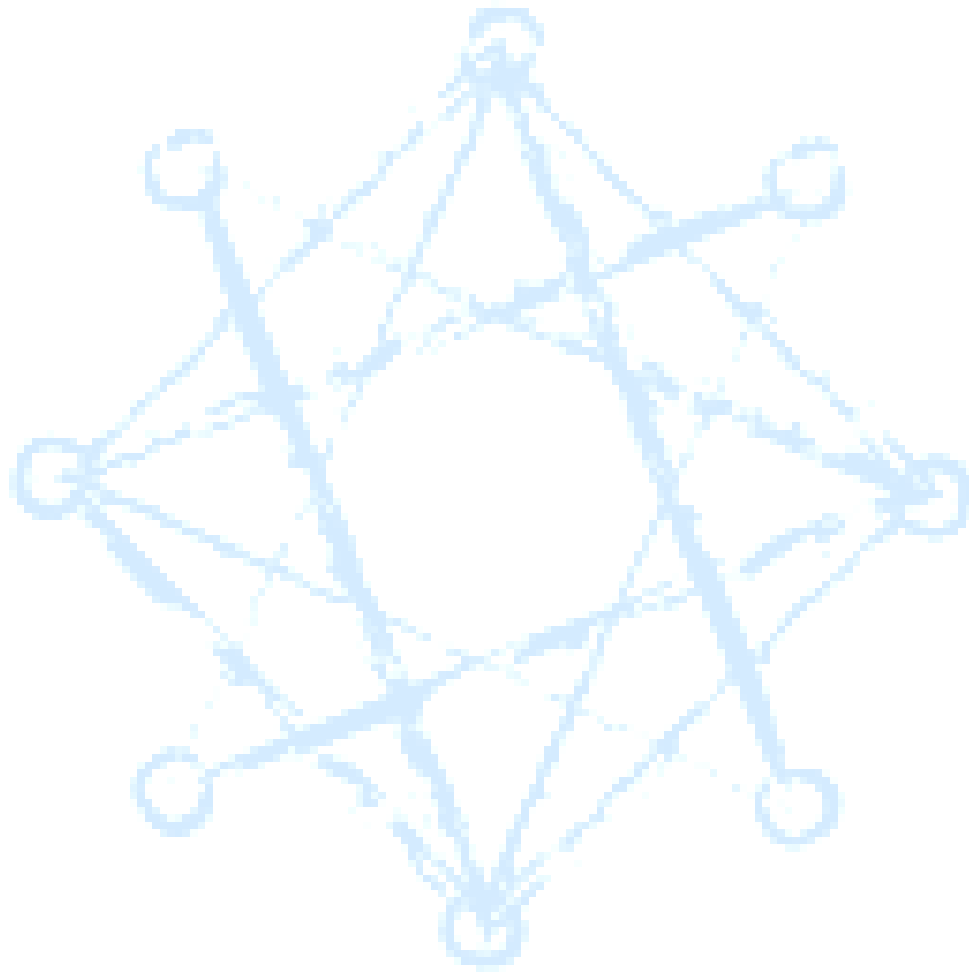
- A director shall commit to be responsible for continuous self-improvement. A director shall receive and act upon the results of Board evaluations in a positive and constructive manner.





## Additional Requirements

- Travel may be required
- Access to a computer, printer and the Internet is required
- Ability to meet during the week and on weekends



**BOARD APPLICATION FORM**

Please submit your application to the following email address: [info@valleyren.ca](mailto:info@valleyren.ca)  
**no later than 12 noon on Friday, August 18, 2017.**

**NOTE: Please attach a cover letter and a resume to the application form.**

**DATE**

**NAME**

**ADDRESS**

**EMAIL ADDRESS**

**TELEPHONE**

**EMPLOYMENT INFORMATION**

**PREFERRED METHOD OF CONTACT ( ) WORK ( ) RESIDENCE**

**PREFERRED TERM OF SERVICE ( ) 1 YEAR ( ) 2 YEARS ( ) 3 YEARS**

**Education/Training/Certificates**

**How would our organization benefit from your involvement on our Board?**

## **Competency/Capability Assessment**

### **Board Director**

#### **Valley Regional Enterprise Network**

**It is expected that each Director will bring a certain level of knowledge and experience to the Board and will adhere to certain principles. These questions will help you to assess the extent to which you meet these expectations.**

**Please indicate yes or no beside each question.**

1. Are you willing to assume the responsibilities of this position of Board Director?
2. Do you have sufficient time and energy to devote to the performance of the duties of the Board Director position?
3. In your personal and professional dealings, do you demonstrate integrity, high ethical standards and respect of privacy and confidentiality?
4. Do you have experience serving on boards, committees or organizations?
5. Can you recognize and assess business risks and strategic opportunities?
6. Do you have experience that demonstrates that you can conceptualize and think strategically and do you possess good problem solving and interpersonal skills?
7. Do you demonstrate the ability to think, act and speak independently and with conviction and confidence?
8. Do you have good oral and written communication skills?