

## **HF HOLIDAYS**

### **DIRECTOR CANDIDATE**

#### **SKILLS AND EXPERIENCE QUESTIONNAIRE**

A member who wish to apply for election to the Board of HF Holidays (HF) should complete the following table to identify the skills and experience they would bring to the Board. This skills and experience questionnaire has been completed by all existing directors and a skills gap analysis has been completed to identify gaps in Board skills and experience, as well as to identify training and development needs.

After completion of the Director Candidate Skills and Experience Questionnaire, each Director Candidate will have an opportunity to discuss with an existing director and in a candidates' forum their skills and experience in the context of the skills gap analysis and have an opportunity to ask any questions about the Director role and commitment before they complete their application form.

The Board of HF needs a range of Directors with senior management and Board-level experience to run a £30m turnover Tour Operator business that operates holidays at 16 UK-owned Houses as well as overseas at partner-owned hotels. A breadth of skills and experience is highly desirable, and all Directors must be capable of understanding a complex consumer-focused business, including its finances. The Board should include several Directors with significant financial expertise (ideally including financially qualified Directors) as well as Directors with commercial experience in similar-sized businesses (the Board is looking especially for Directors with experience of customer experience, hospitality, the travel industry and tour operator). The Board also requires Directors with people management and legal skills. In addition, as HF strives to be a modern business, it needs Directors with experience of marketing/sales, as well as the use of digital technologies in marketing and business processes. Clearly, not all Directors will have all the required skills and experience. Furthermore, HF is seeking to achieve greater diversity on its Board of Directors, in line with its membership profile.

Above all, Directors must understand and support the structure of HF as a Cooperative, owned by its members and run for their benefit.

Directors must subscribe to the HF Values, and their behaviour must reflect the Values of the organisation, which are:

- Trusted
- Collaborative
- Exceptional Experiences
- Ownership
- Inspiring, Passionate & Fun

A booklet outlining HF Values, as well as the behaviours that is expected of Directors, is provided for all Directors.

### Instructions on completing the questionnaire

1. Please note that Director Candidates should complete "Director Candidate's Grading of their Own Expertise" (by inserting a "Y" into the relevant column for each skill area), as well as the 6 "open" questions below this table.
2. Please also complete the Comments section for each skill area, using this section to explain the extent of your skill/experience (for example, in what type and size of the organisation was this gained: e.g. charity/cooperative/plc/consultancy/private company/own company, and sector e.g. hospitality/travel//healthcare/utilities/accountancy) and when this experience was gained. Please also provide your relevant professional/training qualifications and identify any training and development requirements.
3. Any confidential matters should be raised with the Chair of the Board.

**Director Candidate's Name:**

<b>DIRECTORS CANDIDATES' GRADING OF THEIR OWN EXPERTISE</b>						
Please note that skill areas are listed in alphabetical order, NOT priority order.						
	<b>No Experience</b>	<b>Some Experience</b>	<b>Proficient</b>	<b>Highly Experienced</b>	<b>Relevant Professional Qualification(s)</b>	<b>Comments</b>
Accountancy						
Board and Committee Experience						
Change Management						
Commercial Experience in an organisation of significant size						
Customer Experience (the entire "journey")						
Digital Technologies in Marketing and Business Processes						
Financial Management in an organisation of significant size						
Organisational Governance						
Hospitality Management						
Human Resource Management						
ICT Skills						
Organisational Leadership						

Legal Knowledge and Experience						
Marketing and Sales						
Negotiation						
Presentation Experience						
Procurement						
Project Management						
Property Development & Management						
Risk Management						
Strategic Planning & Implementation						
Travel & Tour Operation Experience						

1. Please give an outline, with dates, of your experience with HF Holidays: e.g. membership; past employment; past or current Holiday Leading/Guiding; Election as a Director; Committee and Working Group Memberships and roles as Chair or Vice Chair of these or of the Board.

2. What other relevant experience or skills do you feel you offer?

3. Are there any areas of HF's work in which you have a particular interest and/or would like to become more involved?
  
4. A diverse Board can reflect and support the delivery of an organisation's mission. Do you have a social or family experience, background or general interest that help us support HF's goals?
  
5. What motivated you to consider becoming an HF Board member?
  
6. What is the extent of your understanding of the Cooperative movement?

**Thank you for completing this Questionnaire.**