
BOARD OF DIRECTORS CALL FOR CANDIDATES

Candidate Package

CONNECT FIRST AND SERVUS CREDIT UNION LTD.

Introduction to Connect First and Servus Credit Union Board of Directors Nomination Process

Call For Candidates

The Board of Directors of Connect First and Servus Credit Union Ltd. (CFSCU) invite eligible members (a member for at least six months) to put their names forward as candidates to run in the 2025 Board of Directors' Election. Our member-elected Board of Directors works to ensure that we're a forward-looking, responsible and successful credit union, driven by what matters most: our members and our communities.

Voting for open Board of Director positions of CFSCU will be held online during January and February 2025. The specific details on how members can participate will be shared closer to the election period.

In 2025, there will be four (4) positions available on the CFSCU board, held for three-year terms.

Seats on Board of Directors	Seats Available in 2025 Election	Term
12	4	3-years

Key Dates

Here are a few key dates in the CFSCU election process:

August 30, 2024	Call for Board Candidates Open
September 27, 2024	Call for Board Candidates Closed (<i>Deadline to submit: 4:30 p.m. MST</i>)
October 28 - 30, 2024	Candidate Interviews
November 21, 2024	Candidate Information Session 4:30 pm – 6:30 pm MST
Jan. 2025 - Feb 2025	Online Election
March 5, 2025	CFSCU AGM, Election Results announced

Thank you for your interest in becoming a member of the Board of Directors of CFSCU Credit Union.

Forms and Documents for Submission

Enclosed are the following forms for you to complete and return as part of your candidate package:

- Application Forms:
 - Competency, Skills and Experience Assessment Form
 - Diversity and Inclusion Form
 - Candidates Consent Form
 - Accuracy of Statements Form
 - Photography/Videography Release Form



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Please complete the above-required forms and return them, along with the following:

- Your résumé
- A written statement of intent of no more than 200 words
- A completed criminal records check – can be done online through your local police service or the RCMP.
- Letter of Reference, ideally covering prior board experience. Letters of Reference may not be from current CFSCU employees or Directors.

Prior to submitting your complete package, please read the following important reference documents on our websites.

- Sections of the Credit Union Act about director qualifications
- CFSCU Credit Union Bylaws
- Governance Policy 15 – Governance Succession Planning
- Governance Policy 16 – Election Campaign
- Board Functions, Commitment, and Liability Summary
- Annual Board & Committee Meeting Schedule for 2025

Please submit all materials electronically as listed on the candidate consent form by 4:30 pm on Friday, September 27, 2024.

- **For members of tradename connectFirst:** Email your materials to: BoardCandidates@connectfirstcu.com
- **For members of tradename Servus:** Email your materials to BoardCandidates@servus.ca

Expected Commitment

There is significant time commitment demanded from board members.

Preparation, attendance and active participation in regular board and committee meetings, strategic planning sessions, and other special meetings or board development sessions, is an expectation and responsibility of board members.

Generally, board meetings are held in-person and committee meetings are held virtually. Remote attendance is made available through Microsoft Teams.

The Board and Board Committees meet a minimum of four times per year. In general, board members sit on one to two Committees. The Committees of the Board include:

- Audit and Finance Committee
- Enterprise Risk Management (ERM) Committee
- Governance and Human Resources (GHR) Committee
- Nominating Committee

To ensure compliance with the CFSCU Bylaws, board members must make efforts to attend all meetings. Board attendance is reported to the membership at our AGM.



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Board members are also expected to attend strategic planning sessions held over two-to-three-days and Annual General Meetings or Special General Meetings of the members. Planning sessions must be attended in person.

On average, a board member will require between 20 – 30 hours/month to be effective in their board responsibilities.

Board Candidate Selection Process

The Nominating Committee, which includes three independent members, will review eligible applications received and determine compliance with the act, bylaws and the policies. The committee will evaluate all candidate applications and is empowered to reject any that aren't in order or don't comply. Interviews will be determined at the discretion of the Nominating Committee.

The Committee will recommend to the Board the best aligned candidate applications (up to double the vacant positions). As recommended by the Nominating Committee, the Board, exclusive of incumbent directors having submitted their application, will then consider and select from those accepted applicants. All interested applicants, whether accepted or rejected, will be notified accordingly.

Candidates identified to run in the election will participate in filming a short video, which will be used in member communications and election marketing materials. Confirmed candidates should be prepared to engage in dialogue with members, facilitated by CFSCU including but not limited to question and answer exchanges by email and on social media. Candidates will need to comply with CFSCU's policies and requirements pertaining to any communications and materials that can be used for campaigning purposes.

Only materials submitted by candidates and produced by CFSCU will be used for the purposes of the 2025 Board Election campaign. Only CFSCU produced media is authorized for use. Materials produced with or supplied by unsuccessful candidates will not be published or used in any way.

If you have any questions:

- **For members of tradename connectFirst:** Email your materials to: BoardCandidates@connectfirstcu.com
- **For members of tradename Servus:** Email your materials to BoardCandidates@servus.ca

Yours truly,

Amy Corrigan
Chair, Nominating Committee

Candidate Guide and Application Forms

Candidate Guide and Application Introduction

In considering candidates to serve on Connect First and Servus Credit Union's (CFSCU's) Board of Directors, the Nominating Committee assesses applications against the following criteria that are defined and reviewed by the Board of Directors.

Personal Attributes

Personal Attributes play a pivotal role in shaping behaviour and contributing to an effective Board of Directors.

Personal Attributes are reflected through our behaviours and rooted in our character. Rather than a skill or what has been learnt, they are innate qualities. On a Board, personal attributes play a role in how adeptly certain tasks can be accomplished and can also determine a candidate's suitability. For Board members, personality attributes play an important role in setting the tone for successful decision-making, relationships with other Board members, and can impact the overall Board environment.

Every director must adhere to the highest ethical standards and integrity, have strong interpersonal skills, and have values that are aligned with CFSCU. Candidates must be team oriented, an independent and strategic thinker, and have strong leadership skills. In addition, candidates must be financially literate. These Personal Attributes are integral to the CFSCU Board of Director's, and all candidates must possess them at the highest level. In addition, the committee will consider:

- The candidate's ability to commit the time required to the work of the Board
- The candidate's ability to serve in an un-biased capacity
- The candidate's desire to act in CFSCU's best interests

Board Leadership

Preferred candidates will have the experience necessary and be willing and able to assume leadership positions on the Board such as Board and Committee Chair, Vice Chair, and Alberta Central Board Director.

Competencies, Skills & Experience:

For the 2025 Board Election, potential candidates will be assessed on the categories in the included Competency, Skills and Experience Assessment Form with additional focus on the following criteria:

- **Business Transformation**
- **Environmental Social Governance (ESG)**
- **IT/Digital/Data Governance**
- **Cybersecurity**

In addition to considering competencies, skills and experience, recognition of diversity and inclusion principles are key to the sustainability of our board and organization in the long term. The Board strives to reflect diversity of thought, background, experience as well as the diversity of our membership. Diversity of thought and background leads to better decision making. Members in good standing from diverse communities and backgrounds are encouraged to apply to run for the Board of Directors.

THIS CANDIDATE GUIDE AND APPLICATION FORMS AS WELL AS SUPPORTING DOCUMENTS MUST BE RECEIVED BEFORE 4:30 PM ON SEPTEMBER 27, 2024.

Director Qualifications

According to the Bylaws of Connect First and Servus Credit Union Ltd., section 7.2 Director Criteria and 7.6 Service Limits:

7.2 Director Criteria

A Member is not eligible to be nominated for election, be appointed as a Director, or hold office as a Director if the Member:

- (a) does not satisfy the qualifications set forth under the [Credit Union Act](#);
 - (b) does not meet the criteria specified in the Board governing policies published on the Credit Union's website;
 - (c) has not been a Member for at least six (6) months and is bondable;
 - (d) reaches the service limit under Section 7.6 hereof;
 - (e) is employed in a position, not within the Credit Union, that could reasonably be construed as a potential conflict of interest situation, as determined by the Board;
- is, or has been in the past three (3) years, in violation of the Credit Union's policies, the Director's Code of Conduct or Bylaws, as determined by the Board;
- (g) is an Immediate Relative of a Director or employee of the Credit Union;
 - (h) has been an employee of the Credit Union in the past five (5) years;
 - (i) is, or has been, in litigation as a party adverse in interest to the Credit Union, as determined by the Board; or
 - j) is in a real or perceived conflict of interest with the Credit Union through personal, business or other relationships, as determined by the Board.

7.6 Service Limits

- (a) Subject to the terms of this Section 7.6, duly elected and appointed Directors are eligible to serve on the Board for a maximum of twelve (12) cumulative years, which includes service on the board of any legacy credit union. Once a Director reaches their service limit, they are ineligible to seek re-election or re-appointment to the Board.
- (b) Directors elected or appointed pursuant to the Amalgamation Agreement dated August 1, 2023 shall be eligible to serve out their remaining term as set out in the Amalgamation Agreement, even if that results in cumulative service exceeding twelve (12) years.
- (c) A Director, having served on the Board for less than twelve (12) cumulative years, shall be eligible to serve on the Board for an additional term even if such term would result in cumulative service exceeding twelve (12) years.

According to the Credit Union Act, Division 1, Constitutional Affairs, section 65, Qualifications of Directors:

CREDIT UNION ACT

Division 1

Constitutional Affairs

Qualifications of directors

65-(1) A person is not qualified to become, and shall not act or continue to act as, nor permit the person to be elected or appointed as, a director of a credit union, and the credit union shall not knowingly permit any of those acts, unless the person satisfies the qualifications specified and referred to in this section.

(2) A person is not qualified to be a director of a credit union

- (a) unless the person is
 - (i) an individual of adult age,
 - (ii) a member or a designated representative, and
 - (iii) a Canadian citizen or a person who has been lawfully admitted into Canada for permanent residence;
- (b) if the person has the status of a bankrupt;
- (c) subject to subsection (5), if the person is, or within the 3-year period immediately preceding the person's election or appointment to the board was, an employee of any body corporate;
- (d) if the person is a professional advisor to the credit union;
- (e) subject to subsection (5), if the person is a director or officer of another credit union or of the Corporation;
- (f) if the person is employed in the public service of Alberta or by a Provincial agency within the meaning of the Financial Administration Act and to which that Act applies, whether under a contract of service or a contract for services, whose substantive duties are directly concerned with the business or affairs of credit unions or of Central;
- (g) if, within the immediately preceding 5 years, the person has been convicted of
 - (i) an indictable offence that is of a kind that is related to the qualifications, functions or duties of a corporate director, or
 - (ii) an offence against this Act, and either the time for making an appeal has expired without the appeal's having been made or the appeal has been finally disposed of by the courts or abandoned;
- (h) if the person has a loan from that credit union in respect of which the repayment of principal or interest is in arrears for the prescribed period;
- (i) if the person is a represented adult as defined in the Adult Guardianship and Trusteeship Act or is the subject of a certificate of incapacity that is in effect under the Public Trustee Act;

- (j) if the person is a formal patient as defined in the Mental Health Act;
- (k) if the person has been found to be a person of unsound mind by a court elsewhere than in Alberta;
- (l) if the person is disqualified by, or unless the person satisfies any other qualification requirements of, the bylaws.

(3) A person is not qualified to remain a director if the person fails without good cause to attend the minimum number of board meetings that the person is required by the bylaws to attend.

(4) Three quarters of the directors must at all times be ordinarily resident in Alberta.

(5) The Minister may approve an exemption from the application of subsection (2)(c) and (e) in respect of a person's employment with, or a person's service as a director or officer of, the Corporation.

Other requirements of the Nominating Committee

Be available for an in-person interview with the Nominating Committee as scheduled between October 28 - 30, 2024.

Provide additional information for, and participate in, the development of video material through November 2024.

Competencies, Skills and Experience Assessment

You are being asked to rate yourself against the core competencies identified by the CFSCU board using the rating scale below. Please provide a brief rationale and /or examples that support your rating. It's not expected that candidates will bring experience and strength in all areas.

While the Board has identified several **competencies**, this year the recruitment focus is on **Business Transformation, ESG, IT/Digital/Data Governance, and Cybersecurity**. *It's not* expected that all candidates will meet the requirements listed under these descriptors, and a rating of Not Applicable has been provided if these are not relevant to your background and experience.

The information you provide will be used to help focus discussion during the interview. There are no right or wrong answers. Please focus your response on those competencies and skills that most closely match your experience and skillset.

Expert	5	You have an expert mastery of the competency gained through a combination of extensive practical working experience, previous board experience, professional or educational qualifications
Strong	4	You have several examples of how you meet ALL the criteria listed under the competency descriptor
Good	3	You have examples of how you meet SOME of the criteria listed under the competency descriptor
Basic	2	You possess an understanding of the fundamentals and principles of the competency. This is an area where you would be developing your knowledge and skill.
Beginner/NA	1	Little to no experience/not applicable

Competency, Skills and Experience Assessment Form

Please reference our complete list of descriptors at the end of this package for more information on each competency and use the rating scale listed above as a guide.

Competencies	Rationale for my self-rating	Self-rating
Professional / Education Designations		
Board Governance / Cooperative Business Model Understanding		
Strategic Planning		
Executive Leadership		
Enterprise Risk Management / Risk Oversight		
Financial Services / Expertise		
Business Transformation		
Audit (internal / external)		
Regulatory / Legislation & Government Relations		



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Legal		
Human Resources		
Entrepreneurial Leadership / Small Business		
Environmental Social Governance		
Change Management		
IT / Digital / Data Governance		
Cyber Security		

Diversity and Inclusion

The CFSCU Board of Directors is committed to diversity and inclusion in the composition and decision-making infrastructure of CFSCU. Promoting and valuing diversity is important because it brings social and economic benefits to the decision-making and strategic direction needed for the betterment of all stakeholders. With diversity of thought, CFSCU is better able to consider and respond to various interests from a broad group of people with valued insight and support, which substantially contributes to a more effective board.

Diversity is defined as any dimension that may differentiate groups and people from one another. More specifically, supporting a diverse and inclusive strategy for CFSCU means respect for and appreciation of differences in ethnicity, gender, age, national origin, disability, sexual orientation, education, religion and regional representation. Having this diversity in the decision-making of the CFSCU Board brings a broad range of diverse perspectives, work experiences, lifestyles and cultures.

Although it's not required, the CFSCU Nominating Committee would encourage candidates to share any diversity attributes when submitting their Candidate Application. The diversity of Board Members will be considered when reviewing candidate submissions in the context of gaps identified on the Board. Having this information will help the Nominations Committee support our values of promoting diversity in our association to enhance all credit unions and stakeholders.

The Nominating Committee also considers geographic representation an important component of diversity.

Diversity and Inclusion Form

Please complete the section below, you may choose "Prefer not to say" for any question.

Do you identify as an individual with a disability?
Physical, Mental, Illness/health-related, Visible/Invisible, etc.

What is your gender identity?

Do you identify as:
Please select all that apply.

Do you consider yourself a member of the Two Spirit, Lesbian, Gay, Bisexual, Transgender, Queer (2SLGBTQ+) community?

Where do you reside?

How old are you?

Please indicate any other diversity information or experience relevant to your candidacy.



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Candidates Consent Form

I understand that the Nominating Committee's decision is binding.

I understand that, under the auspices of good governance, the role of the Nominating Committee is to ensure that the best and most qualified candidates are put forward to the membership. I hereby consent to being nominated for the above stated position of Director on the Board of Connect First and Servus Credit Union Ltd., (CFSCU) and declare I am qualified to hold the position of Director in accordance with the *Credit Union Act* and the bylaws of CFSCU, and understand that I will be notified if my application for candidacy has been accepted..

- I understand that any candidate materials submitted will only be used for the purposes of the board election process for the current election year, including member communications.
- I understand that as a Director I will make a reasonable attempt to conduct my financial business with CFSCU.
- I understand that I will disclose any relationships with current sitting Board members or employees of CFSCU.
- I have reviewed and confirm that I can be available for the Board and Committee meeting dates as set out in the Board meeting schedule.

Date:

Name:	Signature:
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Mailing Address:

Phone #:	Email address:
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List all Relevant Social Media Handles (LinkedIn, Facebook, Twitter, etc.):

The Nominating Committee will be conducting in-person interviews with the selected candidates. Times and locations for the interviews will be confirmed following the receipt of the completed candidate package and based on where the candidates reside.

Accuracy of Statements Form

I hereby authorize Connect First and Servus Credit Union Ltd. ("CFSCU") or its official election auditor to obtain information to check the accuracy of any statement made by me in my résumé, candidate statement and/or any other material submitted to CFSCU board for election-related activity.

_____ (Initials)



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Photography/Videography Release Form

I agree to and authorize CFSCU to take and use, reproduce and/or publish photographs and/or video that may pertain to my candidacy for a position on the CFSCU Board of Directors, including my image, likeness and/or voice without compensation on the understanding that it is not used in paid advertisements and does not expressly imply my endorsement of any commercial message, product or service, except for my participation in these elections. _____ (Initials)

I understand that this material may be used in various publications, public affairs releases or for other election-related endeavours. This material may also appear on the servus.ca and connectfirstcu.com websites. _____ (Initials)

This authorization is in effect until March 5, 2025, after which all materials for non-successful candidates will be securely destroyed in a timely manner. Prior to this date, it may only be withdrawn by my specific rescission of this authorization. Consequently, CFSCU may take and publish photographs of me during the election to promote the election itself.

_____ (Initials)

Signed: _____

Print Full Name: _____

Date: _____

I have attached my resume.

I have attached a written statement of intent of no more than 200 words

I have attached a Criminal Record Check that can be done online through your local police service or the RCMP.

I have attached a letter of reference ideally covering prior board experience. Letters of Reference may not be from current CFSCU employees or Directors.



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Competency, Skills and Experience Profile Descriptors

Competency	Experience / Education	Competency Descriptor
Professional / Education Designations	Professional / Education designations are earned from organizations that represent the standards of each professional association and licensing bodies that govern these organizations. Professional / Education designations help to quantify knowledge, experience and skill to perform a specific job.	Professional / Education designations provide Directors with the education and skills to help them in their roles. Directors are asked to list all Professional / Education designations in the application form.
Board Governance / Cooperative Business Model Understanding	Experience as a board director overseeing the management team of an organization, including knowledge of the board's duties and responsibilities, expected ethical standards and conduct, and leading practices. Experience at the board level with how a board functions, strategic planning, risk management, and talent management. Knowledge of the credit union system and experience in member-based organizations is an asset.	Directors are expected to provide prudent, independent and objective oversight to the plans, goals, policies and processes which govern and guide the way the credit union is directed and managed. Directors are expected to perform their responsibilities without any bias of self-interest and with due regard to the best interests of the credit union. To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the critical elements of good governance and ethics
Strategic Planning	Experience participating in or leading an organization in planning for its future. Completion of related CUDA, CUES or ICD courses.	Directors are expected to contribute to strategic planning by understanding the strategic planning process and strategy formulation. This includes having a good knowledge of the credit union's business and operating environment and being prepared for planning deliberations. To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the strategic planning process and contribute to the development of the strategic direction, core values and the strategic goals and objectives for the credit union.
Executive Leadership	Experience as an executive, leading a management and/or functional team, driving strategic direction, leading growth, and managing change. Experience leading a regulated financial institution is an asset.	Directors are expected to know how larger complex organizations operate and to contribute to a way of thinking and behaving that is more proactive and methodical than typical leadership. To achieve this competency, directors should show that they have experience at an executive leadership level in a larger organization.

Competency	Experience / Education	Competency Descriptor
ERM / Risk Oversight	<p>Experience with the implementation of enterprise risk management systems, including establishing risk tolerances, and appropriate policies and controls to manage risks, as well as experience with integrating risk management into the strategic planning process.</p>	<p>The Board is responsible for the oversight of the credit union's risk management practices, including Enterprise Risk Management. Risk management involves identifying, measuring and managing significant risks and events that may impact an organization's objectives. It encompasses policies, procedures and controls and how risks are managed.</p> <p>To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the risk management framework for identifying, measuring and managing the significant risks and events that may impact the credit union's objectives.</p>
Financial Services / Expertise	<p>Experience in the financial services sector with relevant experience (e.g., fintech, credit, risk, investment management, treasury, insurance, security).</p> <p>Has a recognized financial designation or degree with experience managing financial activities of an organization including financial reporting, financial planning, forecasting, financial risk management, sustainability, and internal controls. Demonstrated understanding of financial reporting and regulatory requirements (e.g., IFRS, provincial regulatory framework) regarding financial performance and disclosure.</p>	<p>The board has ultimate responsibility for overseeing the financial affairs of the credit union.</p> <p>Professional expertise in this area will support the depth and breadth of oversight required to ensure the credit union's financial health, long term financial stability and effective stewardship of the organization's assets.</p>
Business Transformation	<p>Senior leadership experience in planning, developing and executing business transformation strategies and initiatives.</p> <p>Experience leading significant strategic change, including leadership experience with mergers, integration, and digital transformation.</p> <p>Experience with pre- and post-merger and acquisition experience with cultural fit and integration.</p> <p>Or</p> <p>Expertise providing professional consulting services with respect to driving large scale organizational change, e.g. new technology adoption, business process transformation, strategic change and cultural adoption.</p>	<p>Business Transformation is a key component underpinning the successful delivery of Member Experience. Focusing on redesigning core business processes can achieve dramatic improvements in productivity, cycle times and quality. It can reduce costs, eliminate unproductive activities, accelerate information flows and eliminate errors and rework caused by multiple hand offs.</p>

Competency	Experience / Education	Competency Descriptor
Audit (internal / external)	<p>Experience or knowledge of auditing practices, organizational controls and compliance measures Prior experience as a member of an Audit or Risk committee Completion of related CUDA, CUES or ICD courses. May have an accounting designation</p>	<p>Directors need to understand the risks facing the credit union, the ways in which management addresses and mitigates those risks and ensure that the financial statements accurately reflect the activities of the credit union. These functions are assessed through the activities which are carried out by a combination of internal and external auditors which involves systematically reviewing key risks and ensuring that any identified weaknesses or deviations from policy and legislative requirements are rectified by management.</p> <p>To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of monitoring and auditing processes required to ensure compliance with the credit union's policies, standards of sound business practices and regulatory requirements</p>
Regulatory / Legislation & Government Relations	<p>Experience working with regulators and identifying, managing and overseeing legal and compliance issues in a regulated industry, preferably in the financial services or credit union sector. a proclivity for team orientation and collaboration</p>	<p>The credit union operates in a regulated environment, is governed by the Credit Union Act, Credit Union Bylaws and regulated by CUDGC and other legislation. The Act sets out the special nature of the credit union governance structure, business powers and lending and investment restrictions and limitations.</p> <p>To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the regulatory environment, policy development and the policies required to meet legal, regulatory and governance requirements.</p>
Legal	<p>Experience in relation to legal issues impacting credit unions or Alberta financial institutions.</p>	<p>Directors need to have legal accreditation in a Canadian or Alberta jurisdiction as a former or practicing lawyer, ideally with some experience in legal issues pertaining to credit unions or financial institutions.</p>
Human Resources	<p>Experience overseeing human resources and talent management including transformational change leadership, executive compensation, and leading or developing an organizational performance strategy and culture stewardship.</p>	<p>The Board supervises the affairs of the credit union through its oversight responsibilities and appoints a CEO to manage the day-to-day operations. The Board is required to conduct an assessment of the performance of the CEO and establish appropriate compensation. An objective evaluation and assessment of the CEO is important to ensure that responsibilities are effectively undertaken.</p> <p>To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the tools and methodologies for monitoring and assessing the performance and compensation of the CEO to determine strengths, deficiencies and areas for improvement.</p>

Competency	Professional Experience	Relevance to Board
Entrepreneurial Leadership / Small Business	<p>Background in building and growing one or more successful business(es)</p> <p>Experience as an entrepreneur, owner of a small business, or leader of an organization that services small business and ultimately understands the unique needs and perspectives of the small business community.</p>	<p>Entrepreneurship is important as it has the ability to improve standards of living and create wealth, not only for entrepreneurs but also for related businesses.</p> <p>Entrepreneurs also help drive through new and improved products and enable new markets to be developed.</p>
Environmental Social Governance	<p>Experience leading within a purpose-driven organization, overseeing sustainability, diversity and/or corporate social responsibility initiatives in driving strategic direction, including environmental, social, governance, and stakeholder initiatives.</p>	<p>Environmental, Social and Governance (ESG) considerations are playing an increasingly important role across Canadian companies at both the board table and at an operational level. The impetus is growing for organizations to address ESG issues and opportunities.</p> <p>Additionally, increasingly stakeholders expect greater visibility of a broad range of non financial metrics to better understand diverse social and environmental risks.</p>
Change Management	<p>Change management is the structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. It encompasses a range of activities, including communication, training, stakeholder engagement, and resistance management, all aimed at minimizing disruption and maximizing adoption and proficiency of the change. At its core, change management focuses on understanding the human side of change, recognizing that people are the key drivers of successful implementation.</p>	<p>The Board oversees an organization that has undertaken rapid change and desires to be nimble to embrace future change. The Director has experience with change management.</p>

Competency	Professional Experience	Relevance to the Board
<p>IT / Digital / Data Governance</p>	<p>Experience with the design and implementation of enterprise-wide information technology systems, customer based digital infrastructures, digital transformation, data analytics, privacy and cyber security, strategy and policies.</p> <p>Experience having utilized complex technological systems (particularly as they relate to operations and member experience), emerging technologies, and/or security functions is an asset.</p>	<p>As information and its supporting technology become increasingly important to the success of an organization, governance of the organization's use and management of its information and information resources, systems and technology is becoming an increasingly critical and necessary component of board activities</p> <p>Good IT governance is an effective means to reduce risk, mitigate the impact of IT-related disasters, lower the cost of capital and create enduring member value.</p>
<p>Cyber Security</p>	<p>Cybersecurity refers to any technology, measure or practice for preventing cyberattacks or mitigating their impact. Cybersecurity aims to protect individuals' and organizations' systems, applications, computing devices, sensitive data and financial assets against computer viruses, sophisticated and costly ransomware attacks, and more.</p>	<p>Costs and frequencies of cyber attacks are increasing, as is the need to be more aware of outcomes and potential measures to protect the credit union.</p>