

Connect First Credit Union Ltd.

Board Candidate Application



For completion and submission by 5:00pm MST on October 7, 2022

Personal Information

Connect First Credit Union Ltd. (connectFirst) will use this information to contact you and verify your eligibility to stand as a candidate.

First Name	Last Name	Initials
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Address (Principal Residence)

() -	() -	() -	
Home telephone	Work telephone	Mobile telephone	Email address

What is the best way for us to contact you?

How did you hear about this opportunity? (eg: newspaper, social media, website, branch, online banking, other – if other please specify)

Membership Information

connectFirst will use this information to verify your eligibility to stand as a candidate.

What year did you become a member of connectFirst or one of its predecessor credit unions? _____

Home branch	Membership or account number
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Have you ever been employed by connectFirst or one of its predecessor credit unions? Yes ☐ No ☐

If yes, when and where?

Do you have relatives currently employed by connectFirst? Yes ☐ No ☐

If yes, please identify what your relationship is to them



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Employment and community involvement information

The Nominations Committee will use this information to ensure no conflicts of interest exist and to understand how your background and experience relate to the published skills and competencies the Board is seeking. You do not need to fill out the Employment and community involvement Section, if the below information is adequately covered by your attached Resume.

☐ I have attached my resume as required.

Current employer and position held:

Previous employment (last five years):

Boards on which you currently serve (include length of service):

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Previous board service (include timeframe):

Community/volunteer involvement:

Commitment

Why do you wish to join the Board of Directors at Connect First Credit Union?

What time commitment are you able to give to fulfil the responsibilities required of a Connect First Credit Union Board member?

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Competencies, skills and experience assessment

You are being asked to rate yourself against the core competencies identified by the connectFirst board using the rating scale below. Please provide a brief rationale (200 words or less) and /or examples that support your rating. It is not expected that candidates will bring experience and strength in **all areas**.

While the Board has identified several **Specialty Skills**, this year the recruitment focus is on **Entrepreneurial Leadership** and **Digital**. It is 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. Reference our list of **Board Core Competency, Specialty Skill & Attribute Descriptors** in each section and use the following rating scale as a guide:

Expert	You have an expert mastery of the competency gained through a combination of extensive practical working experience, previous board experience, professional or educational qualification
Strong	You have several examples of how you meet ALL the criteria listed under the competency descriptor
Good	You have examples of how you meet SOME of the criteria listed under the competency descriptor
Modest	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.
Not applicable	Little to no experience/not applicable

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For each competency, please provide a brief description of your rationale for the rating you have given yourself.

connectFirst Core Competencies	Rationale for my self-rating	Self-rating
Strategic Planning <ul style="list-style-type: none"> Contribute to strategic planning by understanding the strategic planning process and strategy formulation. Have good knowledge of the credit union's business and operating environment and being prepared for planning deliberations. <p>To achieve: 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</p>		
Financial Literacy <ul style="list-style-type: none"> Understand how financial reports and statements are developed and the types of analysis required to effectively monitor results and variances. Basic knowledge of accounting standards and assumptions and legislative requirements to effectively oversee the financial performance of the credit union. <p>To achieve: Demonstrate an appropriate level of financial knowledge and understanding, ability to interpret financial reports and statements, and monitor corrective action to ensure financial goals and regulatory requirements are met.</p>		
Risk Oversight <ul style="list-style-type: none"> Oversight of the credit union's risk management practices, including Enterprise Risk Management. Identify, measure and manage significant risks and events that may impact an organization's objectives. It encompasses policies, procedures and controls and how risks are managed. <p>To achieve: 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>		
Governance & Ethics <ul style="list-style-type: none"> 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. Perform responsibilities without any bias of self-interest and with due regard to the best interests of the credit union. <p>To achieve: Demonstrate an appropriate level of knowledge and understanding of the critical elements of good governance and ethics.</p>		

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connectFirst Core Competencies	Rationale for my self-rating	Self-rating
<p>Audit & Compliance Oversight</p> <ul style="list-style-type: none"> 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>To achieve: 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 requirement.</p>		
<p>Legal & Regulatory</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: 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>		
<p>CEO Performance Oversight</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 assess the performance of the CEO. An objective evaluation and assessment of the CEO is important to ensure that responsibilities are effectively undertaken and that any deficiencies are appropriately and quickly identified and addressed.</p> <p>To achieve: Demonstrate an appropriate level of knowledge and understanding of the tools and methodologies for monitoring and assessing the performance and development of the CEO to determine strengths, deficiencies and areas for improvement.</p>		

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For each Specialty Skill, please provide a brief description of your rationale for the rating you have given yourself.

connectFirst Specialty Skills	Rationale for my self-rating	Self-rating
<p>Digital <i>(Area of Focus)</i></p> <p>New capabilities being brought about by the move to mobility and the cloud, IoT, AI, machine learning, robotics, social media, quantum computing are creating new challenges, opportunities, and risks arising from these emerging digital technologies.</p> <p>The board's role in ensuring the long-term sustainability of the credit union means they need to understand the implications these profound changes will have on the organization.</p>		
<p>Entrepreneurial Leadership <i>(Area of Focus)</i></p> <p>Entrepreneurship is important as it can improve standards of living and create wealth, not only for the 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> <p>Strengthening the board with this professional experience directly aligns with connectFirst Vision and Member Pledge.</p>		
<p>Enterprise Risk</p> <p>The Board is responsible for risk oversight, including overseeing management's systems and processes for identifying, evaluating, prioritizing, mitigating, and monitoring risks.</p> <p>Every organization is exposed to multiple risks. Developing a full understanding of all the risks facing the organization and breadth of capability on the board is critical to ensuring business sustainability</p>		
<p>Human Resources</p> <p>The board has a responsibility to the employee stakeholder group to ensure an appropriate environment exists for employees and sound HR policies and practices are set and implemented.</p> <p>Oversight extends to ensuring there is a long-term people strategy that creates a differentiated and sustained people advantage, is focused on the workforce of tomorrow and delivers leadership bench strength.</p>		
<p>Technology/Data Governance</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>		

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connectFirst Specialty Skills	Rationale for my self-rating	Self-rating
Sustainability / ESG 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. Additionally, increasingly stakeholders expect greater visibility of a broad range of nonfinancial metrics to better understand diverse social and environmental risks.		
Innovation With the exponential pace of change and to fulfill the Board's obligation to ensure the long-term well-being of their companies, Boards need a deeper understanding of emerging potential business disrupters that may impact core operations. This includes knowledge of innovative new business models, new product categories or service offerings and what opportunities and threats they provide to the credit union Expertise in developing a compelling innovation strategy, governing innovation risk and oversight of appropriate investment in future focused innovation that differentiates connectFirst, and anticipates changes in the competitive environment will directly support connectFirst strategy		
Financial Expertise The board has ultimate responsibility for overseeing the financial affairs of the credit union. In performing its oversight role the board must be able to see the big picture while at the same time recognize when a small financial discrepancy can become a major liability. 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.		
Business Transformation Business Transformation is a key component underpinning the successful delivery of connectFirst 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. Strengthening the board with this professional experience aligns with connectFirst Vision and Member Pledge.		



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For each Attribute, please provide a brief description of your rationale for the rating you have given yourself.

connectFirst Behavioural Attributes	Rationale for my self-rating	Self-rating
Leadership The Director establishes and models norms for proper Board behavior and works with Board members to gain their personal commitment and energy to support Board goals. The Director inspires and energizes others to work together, sharing commitment and confidence in achieving success and encourages these team leadership behaviors in others.		
Integrity & Accountability The Director is trustworthy and conscientious and can be relied on to act and speak with consistency and honesty. The Director demonstrates high ethical standards and integrity and is willing to act on and remain accountable for Board decisions.		
Stewardship The Director is a true steward of the organization and has a personal commitment to the vision and mission of connectFirst. The Director's actions reflect their duty to act in the best interests of the organization.		
Independence The Director demonstrates independence of mind and judgment in the execution of their duties. The Director forms their own judgments and opinions and is not biased towards any particular interest or stakeholder.		
Informed Judgement The Director can provide wise, thoughtful counsel, to analyze, and ask relevant questions at the strategic level, consider different stakeholders' perspectives, and to identify and address problems, situations and underlying issues that could impair the effective functioning of the organization.		
Commitment The Director is available, invests time and resources to understand and advance the credit union and is passionate about the organization's success.		
Change Management The connectFirst 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.		

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Diversity and Inclusion

Diversity is an essential component of an effective Board structure. The connectFirst Board of Directors is committed to diversity and inclusion in the composition and decision-making infrastructure of connectFirst. Promoting and valuing diversity is an important value that brings social and economic benefits to the decision-making and strategic direction for the betterment of all stakeholders. With diversity connectFirst 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 connectFirst 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 connectFirst Board brings a broad range of diverse perspectives, work experiences, lifestyles and cultures.

Although it is not required, the connectFirst Nominations Committee would encourage candidates to share any diversity attributes when submitting their Candidate Application. Diversity of Board Members will be a consideration when reviewing candidate submissions in the context of gaps identified on the Board. Having this information will assist the Nominations Committee in supporting our values of promoting diversity in our association for the enhancement of all credit unions and stakeholders.

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

Response is optional. Please leave blank if you prefer not to answer.

Gender:

Sexual Orientation:

Ethnicity:

Age Range: (Choose from the drop down menu)

Please indicate any diversity information or experience:

Please indicate any geographical representation or experience. ie: urban, rural, agriculture

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Declaration

As part of its due diligence, Connect First Credit Union Ltd. (connectFirst needs to satisfy itself that a member who wishes to be considered for the Board of Directors, meets the qualifications under Section 65 of the [Credit Union Act, RSA 2000, c C-32 \(the "Act"\)](#) and connectFirst [Bylaws](#), clause 8.2.

To provide an assurance of compliance in facilitating this process, connectFirst requires that you complete the following self-certification.

I hereby acknowledge and affirm that:

☐ **I have not been convicted of an offence as described in the Act.**

Credit Union Act 65(2)(g)

"A person is not qualified to be a director of a credit union...

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, function 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;"

☐ **In addition, I can confirm that I would meet the requirements of the Credit Union Bonding program below as required in connectFirst's Bylaws clause 8.2(b):**

I have not

- a) Been found guilty of an offence for which I have NOT received an unrevoked pardon under the Criminal Code, the Food and Drug Act, or the Narcotic Control Act.
- b) Accepted responsibility for a criminal offence in an "Alternative Measures" or other similar "Restorative Justice Program".
- c) Been subject of any civil action, or had a civil judgement rendered against me.
- d) Committed a dishonest or fraudulent act of any kind as determined by a court of law, quasi-judicial tribunal, or Board of Arbitration.

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I also acknowledge and affirm that:

1. I have answered, to the best of my ability, all questions included in the Candidate Application, and all the information I have supplied is true and complete to the best of my knowledge.
2. I have reviewed the connectFirst Candidate Guide and requirements that pertain to call for director candidates and election of directors, including the [Section 65 of the Act](#), connectFirst [Bylaws](#) Section 8.2, and [Conflict of Interest Policy](#) which outline criteria for director eligibility and candidate obligations and requirements.
3. If I am accepted as a candidate, I confirm I will comply with connectFirst's [Code of Conduct and Ethics Policy](#) and [Endorsement Policy](#) (as posted on the connectFirst website).
4. I consent to connectFirst using the information I have supplied to assess my eligibility as a candidate. I also consent to a credit check to verify that I am a member in good standing and am bondable (ie. No loans in arrears or outstanding judgments).
5. I understand that the Nomination Committee's decisions regarding my eligibility under the Act, connectFirst Bylaws, and Endorsement Policy are final.

By signing my name where indicated below, I declare that all the information I have provided on this Board Candidate Application is true and complete as of the date indicated below.

Name:

Signature:

Date:

When you have completed all sections of the application, please email it to: boardcandidates@connectfirstcu.com

Only applications fully completed and submitted via email by 5:00pm MST, October 7, 2022 will be considered.