

Great communities build great credit unions.

Great credit unions build a
more prosperous Alberta.

2023 Board Candidate Guide.

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The board of directors of Connect First Credit Union Ltd. (connectFirst) invite eligible members to put their names forward as candidates to run in the 2023 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.

The Nominations Committee's mandate is to identify qualified candidates for election, overseeing a fair and transparent endorsement and election process.

Voting for open board of director positions of connectFirst will be held online between January 23, 2023 and March 2, 2023.

If you'd like to be considered for a position on the connectFirst board of directors, please complete and submit the Candidate Application which can be found on our webpage connectfirstcu.com/DirectorElections.

Call for Candidates

In 2023, there will be four (4) positions available on the connectFirst board, held for 3-year terms.

Seats on Board of Directors	Seats Available in 2023 Election	Term
12	4	3-years

Questions? Please email boardcandidates@connectfirstcu.com. Qualified Candidates are expected to attend a virtual information session held on Thursday, October 20, 2022 from 5:30 p.m. - 6:30 p.m.

Key Dates

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

September 2, 2022	Call for Board Candidates Open
October 7, 2022	Call for Board Candidates Closed (<i>Deadline to submit: 5:00 pm MST</i>)
October 20, 2022	Candidate Information Session 5:30 pm - 6:30 pm MST
November 16 - 18, 2022	Candidate Interviews
Jan. 23 - Mar. 2, 2023	Online Election
Mar. 15, 2023	connectFirst AGM, Election Results announced

Extraordinary Members

connectFirst needs a thought-leading passionate board. Strong leaders who are key decision-makers and influencers. We are seeking candidates who are strategically agile, with vision and experience to influence change through its oversight of our strategic direction.

Board Competencies, Skills & Attributes

The competency profile of connectFirst is set out on page 7 of this package. Candidates are asked to complete a self-assessment against all the competencies, skills and attributes listed.

For recruitment in 2023, the board has identified 2 specialty skills within the full competency profile that are areas of focus in its recruitment efforts. These are:

Entrepreneurial Leadership

- Ideal candidates will demonstrate a high degree of sustainability literacy, especially on the most material environmental, social and governance (ESG) trends, risks and opportunities for the credit union
- Bring an understanding of how environmental and social change is impacting businesses, supply chains, members, employees and the communities they operate in.
- Can integrate this understanding and knowledge with business objectives to provide expert input into the creation of organizational strategy and competitive advantage
- Knowledge of the growing expectations on boards for ESG disclosure and communications
- Provides thought leadership on how to integrate ESG into board processes and policies, e.g. board recruitment process, board diversity policy.

Digital

- Ideal candidates will have a background in the strategic use of digital technologies acquired through a senior technology leadership role.
- Bring an understanding of the 'new digital' world and its deployment in the financial services industry, i.e. digital banking.
- Have an informed perspective on the impact of digital innovation on the delivery of goods and services, changing customer expectations and methods of interaction with members, suppliers and business partners - both the opportunities and challenges this presents for the credit union.

Recognizing that board members may not have all desired core competencies and specialty skills when appointed, we are seeking candidates who demonstrate a commitment and aptitude to acquire a level of competency necessary to make them effective board members.

Overall, a candidate's ability to contribute to the success of connectFirst in achieving its strategic objectives will be considered important.

Candidates will be required to submit a formal Candidate Application, attest to their eligibility and demonstrate how their competencies and skills align with what the Board is seeking in 2023.

Eligible candidates are also expected to attend an information session on October 20, 2022 to learn more about connectFirst, our board, and expectations so they can make an informed choice about whether running for a board seat is right for them.

The full list of core competencies, specialty skills and behavioral attributes with detailed descriptors for each are available in Appendix A.

Expected Commitment

The connectFirst Board Mandate is set out on page 5. 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.

Through the Board Attendance Policy there is an expectation that board members will attend all board and committee meetings in person, unless unable to do so. Remote attendance is made available through Microsoft Teams.

The Board and Board Committees meet a minimum of 4x per year. Committee meetings take place one week prior to the full 1-day Board meeting, over a 2-day period. In general, board members are appointed to 1 or 2 Committees. The Committees of the Board include:

- Audit & Finance Committee
- Governance Committee
- Human Resources (HR) Committee
- Nominations Committee
- Risk Committee

To ensure compliance with the connectFirst Bylaws, board members must attend a minimum of 75% of all regularly scheduled board and committee meetings. Board attendance is reported to the membership at our AGM.

Board members are also expected to attend an annual strategic planning session held over a 3-day period and Annual or Special General Meetings of the Members.

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

The schedule of board and committee meeting dates for fiscal year 2023 is available in Appendix B.

Endorsement

The Nominations Committee is responsible for conducting an interview with all eligible candidates to gather consistent data and to objectively assess (using a scoring matrix) how candidates meet, or do not meet, the core competencies, skills and attributes. This will inform their decisions regarding endorsement. They will strive to endorse the most qualified candidates based on the published needs of the board. An external consultant is engaged to support the integrity and objectivity of this process.

The Nominations Committee may endorse a maximum number of candidates. This is up to twice the number of vacancies on the board. For example, in 2023 there are four (4) vacancies. The Nominations Committee could endorse up to a maximum of eight (8) candidates. The actual number of candidates endorsed may be less depending on the candidate's qualifications relative to the published competency profile.

connectFirst welcomes and values applications from all members who meet the eligibility criteria set out in the Credit Union Act, connectFirst bylaws and board policies, and the competency profile published to the membership within this guide.

Let's Bank on a Brighter Future - Together

We're re-imagining what a credit union can look like for our members and Alberta - and we're just getting started. connectFirst is building a movement of hope for a brighter future and creating a place where both you and your money matter.

Our members belong here—we believe we all belong here. And that working each day to make Albertans more secure and prosperous is a purpose worth fighting for.

A Little More About Our Business

With over \$6B in assets under management, connectFirst is one of Canada's largest credit unions but we're unlike your typical bank. We've been recognized as one of Canada's Best Managed Companies for 20 consecutive years - the only Canadian credit union to achieve this status - we proudly employ over 750 Albertans. We offer banking, borrowing, and investment solutions to 125,000 members at 42 communities across Alberta, but that's not all we're about.

To us, banking is about more than money - it's about people. Each year, all employees recommit to Our Member Pledge: to help our members achieve their dreams by growing our expertise, know-how and passion; create remarkable experiences with every interaction by connecting with and understanding our members; and create a more prosperous Alberta by helping our members and communities grow.

Our members are owners and through our governance process, they have a say in how we operate, they earn dividends for common shares and investment shares, and they have access to an extensive array of financial products and services.

Mission

To Make Money Make a Difference

Vision

To do what's right for every member

Values

Think Big:

We embrace new ideas to create the greatest possible value for our members.

Act Local:

We actively seek out local ways to positively impact the communities we live, work and thrive in.

Take Charge:

We succeed when you succeed. We're accountable and take ownership over situations to deliver results.

Make it Easy:

We listen, seeking to understand and find every opportunity to make your experiences with us helpful and easy.

connectFirst Board Mandate

The board of directors is responsible for the governance of connectFirst, as well as establishing policy and direction in accordance with associated bylaws and the Alberta Credit Union Act.

Every board member has a fiduciary responsibility to act honestly and in good faith in the best interests of connectFirst and to exercise the due care, diligence, and skill that a prudent person would exercise in similar circumstances.

Key Accountabilities

Complies with duties and responsibilities as set out in the applicable provincial and federal legislation;

Adheres to all board policies regarding conduct, conflicts of interest, related party transactions, political activities, attendance etc.;

Ensures they are well informed on relevant organizational issues, comprehends materials prior to meetings, and analyzes information to vote knowledgeably and in the best interests of the organization;

Brings own experience, wisdom, point of view, judgement and influence to bear constructively on issues and to Board decisions;

Interacts with fellow board members and management in a respectful and constructive manner while listening to and exercising tolerance for others' perspectives;

Makes reasonable inquiries about the information provided by management to ensure they have acquired adequate information necessary for decision making;

Abides by and supports all decisions and positions taken by the board in a positive manner; and,

Supports member communications process, including participating in photo shoots for corporate activities, board member photos, board elections etc.

Board Member Eligibility

Make the commitment to strong, responsible and ethical governance of your credit union.

The following information outlines the mandatory requirements for all board members, as well as the skills, experience and qualities connectFirst seeks in its board members. This information will assist you when deciding to submit your application as a candidate.

Qualifications

To qualify as a candidate for connectFirst's board, you must meet the requirements as set out in the Alberta Credit Union Act, our bylaws, and Conflict of Interest Policy including:

- Be 18-years of age or older;
- Be a member of the credit union for a minimum of one year on or before March 9, 2022;
- Be an appointed designate of a corporate member for a minimum of one year on or before March 9, 2022;
- Be a Canadian citizen or a person who has been lawfully admitted into Canada for permanent residence;
- Be a resident of Alberta;
- Be able to be bonded with a fidelity bond.

Additionally, there is an expectation that candidates are actively engaged in doing business with the credit union through their day to day banking.

A person may not be a board member if:

- They are employed in a position, not within the Connect First Credit Union Ltd., that could be construed as a potential conflict of interest situation, as determined by the board;
- They are a board member or employee of a business selling competitive products or services to Connect First Credit Union Ltd.;
- They have been in the past 3 years, in violation of the Connect First Credit Union Ltd. policies, the Code of Conduct or bylaws, as determined by the board;

- They are an Immediate Relative of a board member or employee as defined in Bylaw 1.1(j), e.g., spouse, common-law partner; child, parent, grandparent, brother, sister etc. of a Connect First Credit Union Ltd. board member or employee;
- They have been an employee of Connect First Credit Union Ltd. or its legacy credit unions in the past ten (10) years as of the closing date of the Call for Board Candidates;
- They are in litigation with Connect First Credit Union Ltd.; or
- They have loans in arrears with ConnectFirst Credit Union Ltd.

*Specific examples of potential conflict are provided within the [Conflict of Interest Policy](#).

Board Participation & Time Commitment

Board & Committee Meetings

Committee meetings are scheduled over two workdays within 6 weeks following each fiscal quarter end. Board meetings are scheduled one week following committee meetings, typically on Tuesday. Directors are expected to set aside 3 full days to meet these obligations. See Appendix B: Sample Board Calendar within this Candidate Guide.

Meeting materials are provided to board & committee members one week prior to the meetings; and board members need to devote enough preparation time in advance of the meeting to ensure productive discussions, informed decision-making and quality board governance.

Planning Sessions

Annually, the board and senior management team participate in an annual strategic planning session. Advance preparation for this meeting can be significant.

Stakeholder Engagement

Board members are expected to attend the AGM and any special member meetings that are held during the year.

Credit Union and Co-operative Events

Board members have opportunities to attend a variety of events hosted by the Alberta Credit Union System and Canadian Credit Union Association, as well as the broader cooperative sector.

Learning

Following election, new board members are provided with a comprehensive orientation to the board and credit union operations. Board members are required to complete the Credit Union Director Achievement (CUDA) program - Level A - offered through CUSOURCE Credit Union Knowledge Network, within their first year as an elected board member. Annually, all board members must complete mandatory AML/Privacy training provided by connectFirst.

connectFirst has a formal Director Orientation, Education and Development Policy that supports learning and individual development plans. It is expected that board members will achieve a minimum level within all identified core competencies within an agreed timeline.

We are committed to assessing individual and collective effectiveness of the board through an annual board assessment process.

COVID-19

During COVID-19 the connectFirst board had to find new ways to ensure it is fulfilling its fiduciary obligations and stewarding the organization appropriately. All scheduled board and committee meetings were maintained through remote, virtual platforms and at times ad hoc meetings were called. Board candidates are expected to be flexible to meet changing governance processes and attendance requirements.

Board members will be required to follow the same COVID-19 protocols that are in place for employees. This could include masking, social distancing and/or proof of vaccination. Proof of vaccination is not required to be a board member or attend meetings or events of connectFirst.

At this time, in person attendance is expected at board and committee meetings.

Compensation

The Board Remuneration Policy outlines the compensation board members receive for their services. Transparent disclosure of board member remuneration is included in the Annual Report, including specific amounts paid, and listed by board member.

Board members are compensated through a Flat-Fee Annual Retainer that includes attendance/participation in all board and committee meetings, credit union system meetings, community events, the credit union's annual general meeting, and other duties related to their roles, such as business, special and ad hoc meetings. A small allowance to supplement costs with respect to internet access is included.

Board members are also compensated for travel time and mileage outside of the flat-fee retainer.

Once elected, board members will receive onboarding which includes details of board compensation, policy and processes.

Competency Profile

connectFirst is committed to ensuring the board of directors collectively have the knowledge and competencies necessary to fulfill their fiduciary responsibilities through informed decision-making. connectFirst also believes that the knowledge, experience and skill of each board member are important elements in the success and viability of the credit union.

There is a general expectation that all candidates are computer literate, able to navigate within a virtual meeting environment and have a good understanding of board governance, the types of decisions made by boards and their fiduciary duties.

The qualifications for a connectFirst board member consist of 3 integrated elements.

1) Core Competencies:

connectFirst has established 7 core competencies which are applicable to all board members and has determined that candidates should have a strong competency in each of the 7 core areas, or the ability and time to acquire strong competency within a specified period following their election on the board. Information on these competencies is provided in Appendix A.

The board recognizes that not all board members, when elected, will be experts in all core competencies required of them. It is expected that all board members will commit to learning and development to fulfill their role and will achieve minimum requirements for the 7 core competencies within an established time frames.

2) Specialty Skills:

In addition to general experience and competency requirements outlined above, connectFirst has established specific specialty skills and abilities that are relevant to our organization. These skills and abilities are attached within Appendix A. It is generally anticipated that not all board members will achieve or possess these specialty skills, but it is acknowledged that having a mix of these skills brings value and an enhanced dynamic to the board.

3) Behavioral Attributes

Every board member must adhere to the highest ethical standards, display solid business judgement, have strong interpersonal skills and demonstrate a passion for the credit union system, cooperative values and community involvement.

Board members must also be self-directed, collaborative individuals who demonstrate highly developed interpersonal skills, and an ability to work collegially while maintaining independence of perspective. Board members must be prepared to commit the required time and energy to serve on the board for connectFirst including a commitment to maintain up-to-date knowledge of industry standards and global trends impacting the financial services industry.

Core Competencies	Specialty Skills	Behavioral Attributes
<ul style="list-style-type: none">Strategic Planning	<ul style="list-style-type: none">Digital (Area of Focus)	<ul style="list-style-type: none">Leadership
<ul style="list-style-type: none">Financial Literacy	<ul style="list-style-type: none">Entrepreneurial Leadership (Area of Focus)	<ul style="list-style-type: none">Integrity & Accountability
<ul style="list-style-type: none">Risk Oversight	<ul style="list-style-type: none">Technology/Data Governance	<ul style="list-style-type: none">Stewardship
<ul style="list-style-type: none">Governance & Ethics	<ul style="list-style-type: none">Financial Expertise	<ul style="list-style-type: none">Independence
<ul style="list-style-type: none">Audit & Compliance Oversight	<ul style="list-style-type: none">Enterprise Risk	<ul style="list-style-type: none">Informed judgement
<ul style="list-style-type: none">Legal/Regulatory	<ul style="list-style-type: none">HR	<ul style="list-style-type: none">Commitment
<ul style="list-style-type: none">CEO Performance Oversight	<ul style="list-style-type: none">Sustainability/ESGInnovationBusiness Transformation	<ul style="list-style-type: none">Change Management

*Descriptors of Core Competencies, Specialty Skills and Behavioral Attributes are available in Appendix A.

Candidates will be required to submit a formal Candidate Application, attest to their eligibility and demonstrate how their competencies and skills align with what the Board is seeking in 2023.

Board Diversity, Equity and Inclusion

connectFirst has identified diversity, equity and inclusion as essential elements in attracting high-calibre board members and maintaining a high-functioning board and business. In accordance with connectFirst's Diversity, Equity, and Inclusion Policy, and recognizing that competence is paramount, the board is particularly seeking expressions of interest from well-qualified candidates from a wide range of backgrounds and viewpoints.

Within policy, the Board of connectFirst defines Diversity, Equity and Inclusion as:

Diversity

Any difference in people, in our organization, including visible diversity (race, ethnicity, gender, age, ability etc.) and non-visible diversity (personality, skills, identity and orientation, background and experience, decision-making preferences, perspectives, geographic location, socioeconomic status, ability etc.).

Equity

Practices and policies designed to treat everyone fairly, regardless of characteristics or background.

Inclusion

Environments in which everyone feels a sense of belonging and has the opportunity to be a full and meaningful contributor.

The goal of the board is to promote and foster an inclusive environment where board members feel welcomed, supported, listened to and able to contribute their personal best. This includes a commitment to inclusive behaviours, fair treatment based on one's needs, valuing uniqueness and cultivating a sense of belonging, enabling an adequate voice for all board members in decision making.

The board has committed to bring its Diversity, Equity and Inclusion Policy to life through action planning and is at the beginning of its journey in creating a roadmap of future activities that it would intend to share publicly with members as well as keep them informed on progress.

For more information refer to the [Board Equity, Inclusion and Diversity Policy](#) available on the connectFirst website.

Endorsement

connectFirst believes in the value of endorsement as a governance practice which supports board effectiveness, board relevancy and board renewal. It has a Board Endorsement Policy whose purpose is to

- (i) clarify the expectations and standards by which candidates will be selected for possible inclusion in the Credit Union's recommended slate of candidates during the elections process; and
- (ii) promote transparency and ensure consistency in the process followed to determine whether a candidate should be endorsed.

ConnectFirst believes that governance practices such as endorsement provide members with assurance that a candidate's values, interests, experience and qualifications are those that would enhance the boards' current composition.

The [Board Endorsement Policy](#) is published on the connectFirst website.

Submitting Your Application

In 2023, members will be electing four (4) directors to the board. After carefully reviewing this Candidate Guide and deciding to put your application forward for endorsement as a board candidate, please complete the online application at: connectfirstcu.com/DirectorElections.

Application Deadline

October 7, 2022 5:00 pm MST

Elections Results

Director Election results will be announced at our AGM on Wednesday, March 15, 2023.

Thank you for your interest in the 2023 Director Elections! We look forward to your voting participation in this vital democratic process.

~ connectFirst Credit Union, Board of Directors



APPENDIX A:
COMPETENCY PROFILE DESCRIPTORS

Core Competencies

Competency	Experience/Education	Competency Descriptor	Good to Expert Competency Level
Strategic Planning	<p>Experience participating in or leading an organization in planning for its future</p> <p>Completion of related CUDA, CUES or ICD courses.</p>	<p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> • Demonstrates good knowledge of the competitive environment in which the organization operates. • Understands the vision, mission and core values of the credit union. • Can articulate the credit union’s strategies and plans. • Familiar with key components of strategy development and execution. • Applies knowledge of corporate goals, strategies and objectives to evaluate reports and recommendations presented by management. • Provides sound input into the credit union’s strategic direction and plans. • Assesses goals, objectives, risks and opportunities relative to strategic direction.
Financial Literacy	<p>Prior experience as a member of an Audit and Finance Committee</p> <p>Experience reviewing financial reports, financial statements and operational plans & budgets</p> <p>Completion of related CUDA, CUES or ICD courses.</p>	<p>Directors are required to understand how financial reports and statements are developed and the types of analysis required to effectively monitor results and variances. Additionally, they should have a basic knowledge of accounting standards and assumptions and legislative requirements in order to effectively oversee the financial performance of the credit union.</p> <p>To achieve this competency, directors should 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>	<ul style="list-style-type: none"> • Can interpret core financial statements, e.g. balance sheet and income statement • Demonstrates knowledge of statutory and regulatory requirements, e.g. IFRS. • Understands foundational financial analysis concepts and tools. • Can explain the nature and purpose of all financial reports prepared by management, and the purpose and uses of key financial ratios, financial trends, performance benchmarks and system/group comparison reports. • Identifies variances between actual financial performance and established financial budget and targets and understands the nature and extent of recommendations to address material variances. • Understands the concept of materiality with respect to financial statement information and variances.



APPENDIX A:
COMPETENCY PROFILE DESCRIPTORS

Competency	Experience/Education	Competency Descriptor	Good to Expert Competency Level
<p>Risk Oversight</p>	<p>Prior experience as a member of a credit or risk committee</p> <p>Knowledge/experience of risk frameworks</p> <p>Completion of related CUDA, CUES or ICD courses.</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>	<ul style="list-style-type: none"> • Familiar with the nature and types of risks, which are faced broadly by financial institutions. • Demonstrates a solid understanding of the fundamental business risks inherent to connectFirst –e.g. credit, technology, liquidity and interest rate etc • Good knowledge of connectFirst enterprise risk management framework and policies, procedures and controls used to manage significant risks • Understands the Board’s risk assessment tools, criteria for measuring risk and risk management reports • Can identify and understands the nature and extent of any material risks to the credit union, the degree of exposure, how they are being monitored/mitigated • Able to question and engage in discussions around risks at the enterprise level • Contributes effectively to discussions/ decisions to manage and address identified risks.
<p>Governance & Ethics</p>	<p>Knowledge and experience in governance acquired by participating on other Boards either as a Board member or as an employee reporting to the Board</p> <p>Prior experience as a member of a governance committee</p> <p>Completion of related CUDA, CUES or ICD courses.</p>	<p>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.</p> <p>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.</p> <p>To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the critical elements of good governance and ethics</p>	<ul style="list-style-type: none"> • Demonstrates knowledge of key governance principles, liabilities, policies, issues and trends. • Is aware of the roles and responsibilities of the board of directors and the Board within the larger governance framework (legal, regulatory, industry and business context). • Demonstrates, through their participation, independence of thought, accountability and transparency. • Understands and can articulate their fiduciary obligations • Demonstrates ethics (code of conduct) and personal integrity in acting in the best interests of the credit union. • Knows the roles of and interrelationships between the Board; Board and regulators; Board and senior management. • Contributes fully to the board and governance by: <ul style="list-style-type: none"> ○ asking appropriate questions, ○ identifying material variances or deficiencies, ○ being prepared for meetings, ○ supporting board decisions.



APPENDIX A:
COMPETENCY PROFILE DESCRIPTORS

Competency	Experience/Education	Competency Descriptor	Good to Expert Competency Level
<p>Audit and Compliance Oversight</p>	<p>Experience or knowledge of auditing practices, organizational controls and compliance measures</p> <p>Prior experience as a member of an Audit or Risk committee</p> <p>Completion of related CUDA, CUES or ICD courses.</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>	<ul style="list-style-type: none"> • Good knowledge of internal controls and procedures for financial reporting. • Basic knowledge of auditing techniques, generally accepted accounting standards and principles • Familiar with external audit cycle and legislative requirements. • Interprets and draws conclusions from the reports of the external auditor, internal auditor and regulators. • Asks appropriate questions about credit union policies, practices and reports. • Able to understand and interpret financial information, to ask appropriate questions and to challenge management. • Analyzes results and reports and contributes to discussion on material variances or weakness relating to audit and compliance.
<p>Legal/Regulatory</p>	<p>Prior experience as a member of a Governance committee</p> <p>Completion of related CUDA, CUES or ICD courses.</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>	<ul style="list-style-type: none"> • Demonstrates appropriate knowledge of the Credit Union Act, CU Regulations and other relevant legislation. • Understands the legislative and regulatory environment in which the credit union operates • Knows how to gain reasonable assurance from management with respect to connectFirst controls and compliance with legal, regulatory and liability requirements • Familiar with the Standards of Sound Business Practice (Governance Standards) • Maintains good knowledge of the credit union’s by-laws and related policies. • Initiates/contributes to discussions on policy enhancements to deal with gaps in compliance and/or emerging regulation • Good understanding of the special nature of the credit union governance structure, business powers and lending and investment restrictions and limitations. • Understands the overall Board policy framework i.e., the areas in which policies are required and why.



APPENDIX A:
COMPETENCY PROFILE DESCRIPTORS

Competency	Experience/Education	Competency Descriptor	Good to Expert Competency Level
<p>CEO Performance Oversight</p>	<p>Prior experience as a member of an HR Committee</p> <p>Prior experience setting and evaluating performance goals for others</p> <p>Prior experience coaching and developing others</p> <p>Completion of related CUDA, CUES or ICD courses.</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. 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 this competency, directors should 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>	<ul style="list-style-type: none"> • Contributes to the development of the relationship between the Board and the CEO. • Understands broadly concepts/models relating to performance assessment and evaluation techniques • Applies the performance and measurement system to the year-end assessment of the CEO, utilizing objective data and independent perspective • Contributes to the ongoing assessment of the CEO's performance. • Identifies opportunities for skills/performance improvement in the CEO. • Contributes to the setting of CEO performance goals to ensure they are aligned with the strategic direction and key business objectives

Strategy related Specialty Skills

Competency	Professional Experience	Relevance to Board	Good to Expert Competency Level
<p>Digital (Area of Focus)</p>	<p>Background in the strategic use of digital technologies acquired through a senior leadership role, e.g. CTO or similar.</p> <p>Experience in one or more of the following:</p> <ul style="list-style-type: none"> Leading a major digital technology initiative in a large organization. Building a Technology business. 	<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>	<ul style="list-style-type: none"> Understands how digital technologies can create incremental value, and potentially entirely new digital revenue streams for an organization. Understanding of the ‘new digital’ world and its deployment in the financial services industry, i.e. digital banking. Ability to discern the digital experiences the credit union’s members and employees expect, with what the organization is doing to deliver those experiences. Ability to “think digitally”, providing oversight from a non- traditional perspective, i.e. shifting from a focus on capital investments in physical structures and products to one in which initiatives that are virtual and experimental. Understands the disruptive forces in the financial services marketplace created through digital innovation, its impact on the delivery of goods and services, changing customer expectations and methods of interaction with members, suppliers and business partners.
<p>Entrepreneurial Leadership (Area of Focus)</p>	<p>Background in building and growing one or more successful business(es)</p> <p>Experience in new emerging industries and associated technology advancements which impact their business model, e.g. renewable or bio energy, agribusiness.</p>	<p>Entrepreneurship is important as it has the ability to 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>	<ul style="list-style-type: none"> Demonstrates deep business acumen and provides insight into marketing and sales approaches and business growth strategies Understands how to organize capital, talent and other resources to translate entrepreneurial ideas into commercially viable propositions Understands the risks and opportunities related to managing a new business venture <p>Knowledge of how to build and leverage business relationships, how to develop a compelling value proposition and brand strategy</p>



APPENDIX A:
COMPETENCY PROFILE DESCRIPTORS

Competency	Professional Experience	Relevance to the Board	Good to Expert Competency Level
<p>Enterprise Risk</p>	<p>Experience as Chief Risk Officer, senior Risk leader or equivalent relevant role.</p> <p>Experience/knowledge relating to key organizational risks in a wide range of areas including legal, regulatory compliance, financial and competitive risk.</p> <p>Exposure to and understanding of risk management frameworks and systems.</p> <p>Experience in regulated industries is an asset</p>	<p>Directors are 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>	<ul style="list-style-type: none"> • Provide expert insight into the robustness of the credit union’s ERM process and effectiveness of its risk management approaches, including risk tolerance and risk appetite. • Provide additional perspective on the interrelatedness of the various enterprise risks and any pre-existing conditions or vulnerabilities that could have a compounding impact (both in the short and long term) on the credit union • Digs deeper beyond quantitative risk assessments to constructively challenge the facts and assumptions management has used in identifying and evaluating risk. • Familiar with insurance and liability as well as compliance standards for the industry, including financial, property, operational, or personnel reporting, regulations, and standards. • Provides expert perspective into the effectiveness of the management of risks that threaten long term competitive success and survival, e.g. risks to connectFirst market position, critical resources and ability to innovate and grow <p>Can provide expert input into emerging risks and recognizes potential threats and opportunities</p>



APPENDIX A:
COMPETENCY PROFILE DESCRIPTORS

Competency	Professional Experience	Relevance to the Board	Good to Expert Competency Level
<p>HR</p>	<p>Senior leadership experience (e.g. Chief People Officer) or expertise providing professional consulting services with respect to human resources including:</p> <ul style="list-style-type: none"> • Succession planning, executive compensation and compensation plan design • creating talent management strategies <p>Fostering organizational culture and employee engagement</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>Ability to interpret Human Resources policy and programs and ask probing questions regarding their effect on business results, organizational culture and alignment with values, strategy, etc.</p> <p>Demonstrates strong knowledge of executive compensation practices and recruitment; trends and risks.</p> <p>Provides insight into the effectiveness of the credit union’s talent management, succession planning and leadership development approaches.</p> <p>Provides expertise relating to the selection and evaluation of the performance of the CEO.</p> <p>Understands the importance of culture and provides thought leadership to the board regarding their role in oversight, stewardship and support of organizational culture</p> <p>Keeps up to date with emerging people practices, e.g. flexible workplace/workforce, future of work, opportunities relating to diversity, equity and inclusion.</p>



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COMPETENCY PROFILE DESCRIPTORS

Competency	Professional Experience	Relevance to the Board	Good to Expert Competency Level
<p>Technology/Data Governance</p>	<p>Background in the enterprise use of technology acquired through a senior leadership role, e.g. CTO or similar.</p> <p>Experience in one or more of the following:</p> <ul style="list-style-type: none"> • Oversight of enterprise technology platforms; • Senior leadership of business continuity, disaster recovery, cyber security initiatives or responses <p>Or</p> <p>Experience with data warehousing, business intelligence systems, knowledge management tools and how to get meaningful information out of the volumes of data that are available.</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>	<ul style="list-style-type: none"> • Demonstrates knowledge of how to measure and monitor IT effectiveness and the value IT is delivering for the business. • Contributes deeply to discussions regarding the effectiveness of IT Risk governance, i.e. the security of data and information, the integrity of hardware and systems and the implementation of key IT projects. • Demonstrates understanding of cybersecurity risk, the compliance issues. Is able to challenge the effectiveness of cybersecurity mitigation strategies and response plans. • Drills into IT partner risk to understand the effectiveness of oversight of material third-party suppliers or outsource partners. • Ability to contribute deeply to discussions regarding the robustness of the credit union’s business continuity/disaster recovery plans. • Brings an appropriately critical mindset regarding IT investments and clarifies their alignment to connectFirst strategic goals. • Familiar with the emergence of sophisticated business-intelligence and knowledge-management tools and how they can create competitive opportunities for those organizations able to leverage the resulting business insights.

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COMPETENCY PROFILE DESCRIPTORS

Competency	Professional Experience	Relevance to the Board	Good to Expert Competency Level
<p>Sustainability/ESG</p>	<p>Prior experience/background in leading community engagement initiatives and measuring their business value and social impact</p> <p>Experience with or knowledge of sustainable development goals</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>	<ul style="list-style-type: none"> • Demonstrates a high degree of sustainability literacy, especially on the most material environmental, social and governance (ESG) trends, risks and opportunities for an organization • Understands how environmental and social change is impacting businesses, supply chains, members, employees and the communities they operate in • Can integrate this understanding and knowledge with business objectives to provide expert insight into alignment with organizational strategy and how to create competitive advantage • Knowledge of the growing expectations on boards for ESG disclosure and communications <p>Provides thought leadership on how to integrate ESG into board processes and policies, e.g. board recruitment process, board diversity policy.</p>



APPENDIX A:
COMPETENCY PROFILE DESCRIPTORS

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<p>Innovation</p>	<p>Senior leadership experience (e.g. Chief Innovation Officer) or expertise providing professional consulting services with respect to driving innovation in a large organization.</p> <p>A background in marketing, research and development, product development, or strategy</p> <p>Experience in one or more of the following:</p> <ul style="list-style-type: none"> • Leading a major innovation initiative in a large organization; • Driving business growth through innovation, e.g. new product development/new revenue sources 	<p>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</p> <p>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.</p>	<ul style="list-style-type: none"> • Understands the credit unions innovation risk appetite and how to set Innovation goals to positively impact the organization’s long-term financial performance. • Experience in methods and processes that support innovation, e.g. prototyping, agile development methods, minimal viable transformation, rapid failure, kill cycles etc. • Provides expert insight into the effectiveness of the organization’s innovation strategy, innovation portfolio and roadmap and its alignment with business direction, goals and priorities. • Provides insight into and appropriately challenges management on how planned innovations differentiate the organization in the marketplace and provide unique value to members • Understanding of what is expected from innovation and what might be reasonable time frames and methods for review • Understands the importance of nurturing an innovation culture across the organization and provides thought leadership to the board regarding their role in oversight, stewardship and support of innovation

APPENDIX A:
COMPETENCY PROFILE DESCRIPTORS

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<p>Financial Expertise</p>	<p>A background in overseeing the financial operations of a complex organization, knowledge of audit practices or an accounting background, e.g. experience as CFO, senior finance leader or equivalent relevant role.</p> <p>A relevant university degree or higher or professional designation relating to Accounting or Finance, e.g. CPA/CMA.</p>	<p>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.</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>	<ul style="list-style-type: none"> • Understands how to develop an overall financial strategy for an organization and metrics tied to that strategy. • Can offer expert insights into the credit union's financial planning and risk management strategies by analyzing and probing into liabilities and investments. • Provide insights related to proposed investment strategies, considering cash and liquidity risks, evaluating the credit unions capital structure • Provide insight into the effectiveness of the internal control systems, impairment testing, feasibility of financial forecasting • Ability to assess and ask meaningful questions regarding the overall financial health of the credit union and recognize signs of financial distress <p>Can provide additional perspective on the interrelationship of financial ratios and strategies to address any material variances in financial reporting/performance</p>
<p>Business Transformation</p>	<p>Senior leadership experience in planning, developing and executing business transformation strategies and initiatives.</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 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.</p> <p>Strengthening the board with this professional experience aligns with connectFirst Vision and Member Pledge.</p>	<ul style="list-style-type: none"> • Understands what is involved in analyzing complex processes and operating environments, architecting holistic improvements (covering process, technology and organization), quantifying operational and financial benefits. • Expert knowledge of a variety of transformation tools, e.g. Lean, Six Sigma and Agile. • and how to use them to deliver better member experience, quality, efficiency and compliance • Understands how to establish and ensure appropriate governance for business transformation initiatives and critical program/project controls and procedures. • Provides insight into planned Business Transformation strategy, opportunity portfolio, and priorities.

Behavioral Attributes

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.

APPENDIX B - BOARD CALENDAR NOVEMBER 2022 – DECEMBER 2023

	FIRST QUARTER		SECOND QUARTER			THIRD QUARTER			FOURTH QUARTER			FIRST QUARTER		
	NOV 2022	DEC 2022	JAN 2023	FEB 2023	MAR 2023	APR 2023	MAY 2023	JUNE 2023	JULY 2023	AUG 2023	SEPT 2023	OCT 2023	NOV 2023	DEC 2023
BOARD		DEC 13 9:00 – 4:00			MAR 14 9:00 – 4:00 MAR 16 2:00 – 4:00 TABLE OFFICER ELECTIONS	APR 4 10:00 – 12:00		JUN 13 9:00 – 4:00 JUN 26-28 PLANNING MEETING VENUE TBD			SEP 5 9:00 – 4:00	OCT 31 9:00 – 4:00		DEC 12 9:00 – 4:00
AUDIT & FINANCE		DEC 12 9:00 – 12:00 FULL BOARD			MAR 7 9:00 – 12:00			JUN 6 9:00 – 12:00		AUG 29 9:00 – 12:00				DEC 11 9:00 – 12:00 FULL BOARD
GOVERNANCE		DEC 5 1:00 – 4:00			MAR 6 1:00 – 4:00	APR 27 9:00 – 12:00		JUN 5 1:00 – 4:00		AUG 28 1:00 – 4:00				DEC 4 1:00 – 4:00
RISK		DEC 6 1:00 – 4:00			MAR 7 1:00 – 4:00			JUN 6 1:00 – 4:00		AUG 29 1:00 – 4:00				DEC 5 1:00 – 4:00
HUMAN RESOURCES	NOV 24 1:00 – 3:00 FULL BOARD	DEC 5 9:00 – 12:00 DEC 12 1:00 – 4:00 IN-CAMERA FULL BOARD			MAR 6 9:00 – 12:00			JUN 5 9:00 – 12:00 CEO 6-MO. PA & HRC MEETING		AUG 28 9:00 – 12:00			NOV 23 1:00 – 3:00 FULL BOARD	DEC 4 9:00 – 12:00 DEC 11 1:00 – 4:00 IN-CAMERA FULL BOARD
NOMINATIONS	NOV 15 1:00-3:00	DEC 6 9:00 – 12:00 DEC 7 3:00 – 5:00			MAR 6 4:00 – 5:00	APR 27 9:00 – 12:00		JUN 5 4:00 – 5:00		AUG 28 4:00 – 5:00	SEP 19 9:00-11:00	OCT 19 9:00-11:00	NOV 14 1:00-3:00	DEC 5 9:00 – 12:00
EDUCATION & DEVELOPMENT SESSIONS		DEC 12 4:00 – 5:00	JAN 24 10:00 – 3:00		MAR 13 3:30 – 4:30	APR 4 1:00 – 4:00		JUN 12 3:30 – 4:30 (TBD) VES			SEPT 18 9:00 – 12:00 CUDGC 1:00 – 3:00			DEC 11 4:00 – 5:00
OTHER MEETINGS														
CFCU EVENTS		DEC 12 5:00 – 7:00 BOD/SMT SOCIAL			MAR 15 7:00 AGM MAR 13 5:00 – 7:00 BOD/SMT SOCIAL/ALUMNI			JUN 12 5:00 5:00 – 7:00 BOD/SMT SOCIAL			SEP 5 5:00 – 7:00 BOD/SMT SOCIAL			DEC 11 5:00 – 7:00 BOD/SMT SOCIAL
EXTERNAL CONFERENCES						April 26-28 AB CENTRAL AGM TBD	MAY TBD NATIONAL CONFERENCE TBD		JULY TBD WOCU TBD		SEP TBD LCUC CONFERENCE TBD			

Legend	Board or Committee Meeting	Board Development Session	Voluntary Education Session	Board/ELT Dinner	CFCU Offsite Meeting	External Conference
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