

## Curling Canada Board Competency Framework

*Each Governor must satisfy all of the attributes and commitments on this first page.*

The Curling Canada board as a whole ideally adequately satisfies the twelve specific competencies identified in the table below; each Governor is expected to satisfy ***a minimum*** of three specific competencies. The goal is to have diverse and valuable perspectives amongst the Governors to bring to board discussions and decisions.

Each Governor ***must possess*** the following attributes:

- Independence and sound judgment – they have the courage to ask tough questions and voice their opinions. Their loyalty to the organization’s interests may demand that they express dissent and persist in requiring answers to their questions.
- Integrity – demonstrate personal integrity, are trustworthy, and insist the organization behave ethically.
- Long-term, strategic outlook.
- Organizational Governance knowledge and experience at a somewhat complex organization.
- Knowledge of business issues and financial matters.
- Demonstrated ability to operate effectively as part of a diverse team.
- Continuous improvement mindset – including being open to new ideas, are strategically agile and responsive to change.
- Conflict resolution – they are oriented to resolve conflict, are resilient after it occurs and support board decisions once made.
- Commitment to the Risk based Governance model.

Each Governor must be willing to:

- Understand and exercise her or his fiduciary responsibilities.
- Attend and contribute to Board and committee meetings – they are available, invest time and resources to understand and advance the organization and are passionate about the organization’s success.
- Devote the time and effort necessary to be an effective board member.

*\*\*\* Ability to carry on a meaningful conversation in both official languages in Canada is an asset and will be viewed as an additional and equally important competency.*

Competency	Examples
<b>Senior Leadership Experience</b>	<p>Experience as a Senior/Executive leader in a government/public sector or private sector organization. <i>Specific examples: sitting at a senior leadership table, attending executive meetings, engaged in direct interaction either reporting to or as a key resource to a governing board of a complex organization.</i></p> <p>This means engagement with budget development and reporting, risk identification and mitigation, policy/procedure review and approval, organizational structure (individual positions and larger decisions) that impact employees, engagement with strategic planning and reporting, etc.</p>
<b>Risk</b>	<p>Identifying principal risks of an organization. <i>Specific examples: overseeing a team of people as a chief risk officer of an organization or equivalent.</i></p> <p>Leading various stakeholders and leaders in an organization through risk identification and mitigation exercises/reporting to a President/CEO and ultimately to a board.</p> <p>Designing and/or overseeing the equivalent of an enterprise risk management program.</p>
<b>Project Management</b>	<p>Experience in leading change management. <i>Leading is the key word – must be a task/s that you had to determine the steps, get buy in from senior leadership, and successfully deliver an end point (key documents (i.e. policy change), key reporting involved (some element of engaging a cross section of people/areas of an organization and distilling and/or providing a set of recommendations to senior leadership/board.</i></p> <p>A project management certificate or designation is of assistance.</p> <p>Experience in successfully leading/overseeing projects to successful completion.</p>
<b>Financial Literacy &amp; Operational Controls</b>	<p>Ability to read, understand and analyze complex financial statements. <i>Specific examples: directly related to experience doing this with a budget large enough to include multiple employees, assets and liabilities, (including contractual obligations), etc.</i></p> <p>Experience with financial accounting standards, internal controls, audit, and reporting.</p>

	<p><i>Specific Examples: having been or directly overseen the work of an auditor – either internal or external.</i></p> <p>Financial designation ideal.</p>
<b>Strategic Planning</b> <i>Strategic plan implementation, measurement &amp; reporting</i>	<p>Experience in leadership engagement with strategic plan, overseeing the measuring/reporting, and identification of strategic priorities.</p>
<b>People</b>	<p>Have led an HR function in an organization of higher order complexity.</p>
	<p>Talent acquisition and development in an organization of higher order complexity.</p>
	<p>Overseeing, creating, managing Executive and senior leadership compensation and rewards program/s.</p>
	<p>HR designation ideal.</p>
<b>Communications</b>	<p>Communications with members, employees and stakeholders.  <i>Specific Examples: directly involved in drafting and/or approving communications to members, employees and stakeholders, especially on stickier subjects like budget cuts, crisis communication around significant loss (human or otherwise), union or association bargaining and other communication.</i></p>
	<p>Experience and training in media and/or public speaking to large audiences.  <i>Specific examples: completing media training, engaging with national and international media on difficult issues such as potential wrongdoing (ie. Fraud, illegal activity) severe injury or death of a stakeholder/employee, strike or labour action.</i></p>
	<p>Experience in crisis communications strategy and delivery.</p>
<b>High Performance Team member</b>	<p>Understands and brings the high performance athlete experience and voice to the board table as a non-active athlete and/or coach and/or other team support member.  <i>Specific examples: coached at an international level, or was engaged with a successful team as their sports psychologist at multiple international events.</i></p>

	Former athlete with relevant experience as a competitive curler. Examples: represented Canada at a world, Scotties, Brier and/or Olympic trials, and/or competed with a team who has won a Canada Cup, finished on the podium at a brier or Scotties or has competed with a team who finished in the top 5 on the CTRS ranking system or has competed at the Paralympics or mixed doubles at a world or Olympic level.
<b>Marketing/Brand</b>	Experience with brand and culture leading practices. <i>Specific examples: leading or having operational responsibility for oversight of same.</i>
	Understand and have experience with different client experience delivery models and leading practice.
<b>Diversity, Equity and Inclusivity</b>	Individuals who identify as people with a disability, racialized people, people who identify as LGBTQ2S+, people who identify as non-binary.
	Individuals who are indigenous.
<b>Governance</b>	Possession of a director or officer designation and/or prior Board experience <i>Specific examples: Board experience as a governor, officer or director of an organization that is of a higher order of complexity.</i>
	Experience in leading the drafting, revising and engagement in diverse and interconnected policy and procedures.
<b>Stakeholder Relations</b>	Demonstrated ability to facilitate healthy interactions/relationships and effectively deliver messaging in a diverse, multi-stakeholder environment specific to the sport of curling. <i>Specific examples: served as a member of a Member Association board.</i>
	Demonstrated experience at the developmental, community level of curling. <i>Specific examples: member of member association board, club manager, direct engagement with junior and/or learn to curl programs.</i>