



**BOARD CANDIDATE
INFORMATION KIT**

2025 ELECTIONS

Contents

1.0	LETTER FROM THE CHAIR OF THE NOMINATING COMMITTEE	2
2.0	NOMINATION, ELECTION PROCESS AND TIMING	3
3.0	IMPORTANT INFORMATION FOR BOARD CANDIDATES	4
4.0	2024-2025 DIRECTOR QUALIFICATIONS	5
5.0	INSTRUCTIONS.....	6
6.0	NOMINATION FORM - BOARD OF DIRECTORS - 2024 ELECTIONS.....	7
7.0	SKILL / CAPABILITY ASSESSMENT.....	13
8.0	CONFLICT OF INTEREST DISCLOSURE	14
9.0	APPENDIX A - BOARD CANDIDATE ELIGIBILITY REQUIREMENTS	15
10.0	APPENDIX B - ELECTION POLICY.....	16
11.0	APPENDIX C - DIRECTOR QUALIFICATIONS POLICY	20
12.0	APPENDIX D– VIDEO REQUIREMENTS.....	37

Letter from the Chair of the Nominating Committee

Hello,

Thank you for your interest in serving on the Alterna Savings Board of Directors. We value the dedication and commitment of our members, particularly those who choose to participate in our nomination and election process.

This package provides all the information you need to understand and complete the nomination process. Interested candidates are strongly encouraged to attend our online information session on October 18th, 2024. More detailed information on this session is available in this document and at www.alterna.ca. A recording of the information session will be available on our website after October 18th, 2024.

Each year, the Board of Directors constitutes a Nominating Committee that is responsible for ensuring the integrity and quality of the Director nomination and election process. The Committee reviews all nominations and recommends candidates who meet the eligibility requirements and whose election would promote a diverse skill composition among the Board. The Nominating Committee ensures that information on the nomination and voting process is available to all members. Details about the Committee's mandate, the candidate selection criteria, and the recommendation process are included in this document.

Should you have any questions about the information in this kit, please contact our Corporate Secretary at board.candidate@alterna.ca. To ensure fairness and transparency in the nomination process, Alterna communicates with prospective candidates in writing only.

We believe deeply in the value of a cooperative-based banking alternative for the communities we serve. Thank you for your interest in this important role.

Sincerely,

Faren Bogach
Chair, Nominating Committee, Board of Directors

Nomination, Election Process and Timing

Key Activities	Dates
<p>Online Information Session and Question and Answer Period for interested Board candidates. To register please visit our website or click here. A recording of the session will be available on the Alterna website on October 22, 2025.</p>	<p>October 18, 2024 at 4:00 (ET)</p>
<p>Deadline to submit the official Nomination Form and other required material.</p>	<p>December 3, 2024 at 4:00 PM (ET)</p>
<p>Formal interviews of candidates by Nominating Committee, held via video conference.</p>	<p>Before January 27, 2025</p>
<p>Nominating Committee selection of recommended candidates. All candidates will be informed of the Committee’s decision in writing.</p>	<p>Early February 2025</p>
<p>Submission deadline for candidate photograph and video. See Appendix “D” for details.</p>	<p>Mid-February 2025</p>
<p>Public posting of the following:</p> <ul style="list-style-type: none"> • Notice of Alterna Savings Annual General Meeting • Nominating Committee Report with recommendation of candidates • Each candidate’s photograph, video, biography and contribution statement. 	<p>Mid-March 2025 (Anticipated)</p>
<p>Electronic voting begins.</p>	<p>Mid-March 2025 (Anticipated)</p>
<p>Electronic voting ends.</p>	<p>Early April 2025 (Anticipated)</p>
<p>Annual General Meeting to be hosted virtually. The results of the election are announced.</p>	<p>April 24, 2025</p>

Important Information for Board Candidates

Positions Available

This year, members will be electing candidates to fill three positions for a three-year term. Candidates are elected to the Board based on the number of member votes in favour of each candidate during the election.

Board Structure and Process

The Board currently has three standing committees: A Governance Committee, a Risk, Audit and Finance Committee, and a Nominating Committee. More information about the role of each committee is available at www.alterna.ca.

Time Commitment

Candidates should expect to dedicate four to six hours per week to Alterna business during their first year. Each director is expected to prepare for and attend Board meetings and to sit on a maximum of two of the board committees. In addition, Board members are expected to attend additional retreats or meetings as required from time to time.

Item	Minimum Estimated Time (not including travel)
Quarterly Committees and Board Meetings	Committee meetings are typically held virtually and in advance of the in-person Board meeting. Board meetings typically take place over 1-2 days towards the end of the week (Wednesday, Thursday, Friday) in March, June, September, and early December. The schedule is subject to change at the discretion of the Board Chair, depending on business needs. The in-person Board meetings are held in Ottawa or Toronto. Committee meetings are typically held virtually using video conferencing
Review Committee / Board Package	2 – 3 days of preparation per meeting.
Electronic Meetings	E-meetings: From 1 to 5 per month.
Electronic Communication (e-mail)	Directors should make every effort to monitor their e-mail daily.
Training and Development, Community Involvement	Directors are expected to attend educational/training sessions and participate in community activities.

Remuneration

Directors receive an annual honorarium of approximately \$32,300. This remuneration is taxable as personal income. Directors also receive a director training allowance.

2024-2025 Director Qualifications

Alterna Savings requires that each director meet the legal requirements for directors set out in the *Credit Unions and Caisses Populaires Act, 2020* and Regulations, FSRA Sound Business and Financial Practices Rule, and the By-laws of Alterna Savings. **Details on these requirements can be found in Appendix A.**

The Board as a whole should possess the knowledge and experience relevant to Alterna's mandate and operations. Directors should always act in the best interests of Alterna Savings, without letting personal connections or relationships influence their decisions. They should be independent thinkers with strong people skills, able to work well with others while keeping their own perspectives. Board members should have solid business and financial knowledge, be able to handle complex issues, and make good decisions quickly. They must also be ready to dedicate the necessary time and effort to serve on the Board, staying informed about industry standards and global trends affecting the Credit Union.

The qualifications for an Alterna Director consist of two integrated elements.

- 1) **Alterna Savings Core Competencies:** Successful candidates should either have a strong skill set in each of the 9 required competency areas or be able and willing to develop these skills within 12 months of joining the Board. **Information on these competencies is provided in Appendix C.**
- 2) **Alterna Savings – Collective Board Qualifications:** Alterna Savings has established collective board qualifications that are particularly relevant to its operations. These qualifications are detailed on page 10. **Please also refer to the Director Qualifications Policy in Appendix C .**

Alterna Savings conducts an annual skills assessment of its Board of Directors to determine priority areas for candidate skills and experience. In 2025 preference will be given to candidates who can demonstrate skills and experience in the following areas:

- ***a professional accounting or financial designation,***
- ***experience on the board of a regulated financial institution,***
- ***technological innovation/strategy expertise, and***
- ***a millennial/Gen Z marketing/product development background***

Alterna Savings' Board of Directors is committed to enhancing diversity in all dimensions. Candidates are encouraged to outline additional skills and experiences that might be valuable to Alterna Savings.

Instructions

The deadline for receipt of your Nomination Documents is December 3rd, 2024 at 4:00 PM Eastern Time (ET), regardless of the delivery method used. This is a firm deadline and there will be no extensions and no exceptions. **Please note incomplete Nomination Documents will be disqualified.**

Your materials may be sent by the following methods:

- E-mailed to board.candidate@alterna.ca (preferred method)
- Hand delivered to any Alterna Savings branch
- Mailed to the attention of:

Corporate Secretary
Alterna Savings
2 Bloor St. E., 26th Floor,
Toronto, ON M4W 1A8

Nomination Form - Board of Directors - 2024 Elections

Board candidates must be nominated by two other Alterna Savings members using this form.

As members of Alterna Savings, we are pleased to nominate the following candidate to stand for election to the Board of Alterna Savings:

Candidate's Name:			
E-mail address:			
Telephone (day):		Telephone (evening):	

Included with this Nomination Form are the following documents¹:

- Completed Areas of Expertise / Experience Assessment (page 10)
- Completed Skill / Capability Assessment (page 13)
- Completed Conflict of Interest Disclosure (page 14)
- Biography (maximum 300 words). *Please submit in Word format.*
- Contribution statement (maximum 300 words). *Please submit in Word format.*
- Full, detailed curriculum vitae (résumé) for the Nominating Committee including the names and contact details of 3 references, preferably relating to your experience as a board member.

Nominator Information

Nominator Name	Signature of Nominator	Member #

Acceptance of Nomination

I accept this nomination as a candidate for election to the Alterna Savings Board of Directors and agree that:

- I meet the Board Candidate Eligibility Requirements outlined on page 15 of this document;
- I will submit to a background, credit, and criminal record check;
- I have read and will respect the requirements of the Election Policy as outlined and acknowledge that it takes effect once I've submitted my documents; and
- I have read and understood the requirements of the Director Qualifications Policy as outlined.

Signature of Candidate	Member Number	Date

¹ In accordance with the maximum 300 word limit, your biography and your contribution statement **must not** contain any hyper-links to other materials (i.e., blogs, videos, photographs, etc.).

Areas of Expertise / Experience Assessment

Please assess yourself against our Board Skills Matrix including the core board competencies outlined in the Director Qualifications Policy. For each of the areas, please use the following rating scale:

- **Expert:** Expert understanding of the competency and provides expert analysis and advice on complex issues
- **Strong:** Significant understanding and expertise of the competency and participates fully in board analysis discussion and debate on more complex issues
- **Good:** Good understanding of the fundamentals of the competency and sufficient knowledge and experience to apply concepts to less complex issues
- **Basic:** Some knowledge of the competency, understands terminology and can identify the skills and attributes associated with the competency

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

Required Core Competencies: (Check the box that best describes your experience level)	EXPERT	STRONG	GOOD	BASIC
Audit and Compliance Oversight Rationale for my self-rating:				
Board and CEO Performance Rationale for my self-rating:				
Credit Union Operations Rationale for my self-rating:				
Financial Literacy Rationale for my self-rating:				
Governance and Ethics Rationale for my self-rating:				
Leadership Rationale for my self-rating:				
Regulatory Environment Rationale for my self-rating:				
Risk Management Oversight Rationale for my self-rating:				
Strategic Planning Rationale for my self-rating:				

Alterna's Required Areas of Expertise: (Check the box that best describes your experience level)	EXPERT	STRONG	GOOD	BASIC
Demonstrated governance experience gained on boards of a similar size and complexity to Alterna. Rationale for my self-rating:				
A proven leadership style that fosters diversity, collegiality, and collaboration. Rationale for my self-rating:				
Extensive experience in accounting and audit. Rationale for my self-rating:				
Senior management experience managing people; budgets; major projects with significant scope, complexity, and risk; or board experience providing oversight of the same. Rationale for my self-rating:				
Information technology strategy and technological innovation experience. Rationale for my self-rating:				
Corporate Social Responsibility experience. Rationale for my self-rating:				

<p>Financial sector experience, particularly retail and commercial banking, insurance, wealth management, competitive markets, and credit adjudication. Rationale for my self-rating:</p>				
<p>Human Resources experience, particularly executive compensation, succession planning and pension fund management. Rationale for my self-rating:</p>				
<p>Competencies in Securitization obtained through training, experience and/or expertise. Rationale for my self-rating:</p>				
<p>Crisis Management experience. Rationale for my self-rating:</p>				

Areas of Expertise / Experience Assessment (Cont'd)

Additional comments about my skills, experience and attributes or other areas of expertise I have:

Skill / Capability Assessment

Alterna Savings expects that each Director will bring to the Board a certain level of knowledge and experience, demonstrate certain attributes, and adhere to certain principles. The following questions will help you to assess the extent to which you meet these expectations. Please indicate **yes** or **no** in the space provided.

Name: _____	Yes / No
1. Do you meet the Board Candidate Eligibility Requirements? (see Appendix A)	
2. To the best of your knowledge, are you free of any conflict of interest? (e.g. you can't be an employee of Alterna Savings, a predecessor credit union of Alterna Savings or Alterna Bank or of its regulators; you can't be an employee or a Director of a competing financial institution.)	
3. Are you able to read and comprehend Alterna's Balance Sheet and Income Statement, and assess the implications of these documents?	
4. Do you have experience serving on governance boards overseeing complex organizations which operate in a competitive environment or on boards of organizations of a scale and complexity similar to Alterna's?	
5. Do you have experience as the chair of a board or a committee that follows a formal 'Rules of Order' format?	
6. Can you recognize and assess business risks and strategic opportunities?	
7. Do you have experience demonstrating that you can conceptualize and think strategically and that you possess good problem solving and interpersonal skills?	
8. Do you demonstrate the ability to think, act and speak independently and with conviction and confidence?	
9. Do you have sufficient time and energy to devote to the performance of duties as a member of the Board of Directors? (see page 4)	
10. Do you have good oral and written communication skills?	
11. In your personal and professional dealings, do you demonstrate integrity, high ethical standards and respect of privacy and confidentiality?	
12. Are you willing to assume the responsibilities associated with the role of Director, including dedicating time to training and development? (see page 4)	
13. Do you have a computer, printer and access to the Internet and do you have the ability to operate them?	

Conflict of Interest Disclosure

Your Legal Name:	
Spouse or Common Law Partner's Name:	
Name(s) of Child(ren) (include both dependent and independent):	If applicable, name of child's spouse or common law partner:
Names of other relative(s) living in the same residence as you:	
Names of corporations or business entities controlled by you² or any of the above related parties with dealings at Alterna Savings or Alterna Bank:	
List any organization(s) or entity(ies) of which you are a director or officer:	
Provide details of any known or potential conflict of interest circumstances	

² Defined as ownership of more than 50% of the voting rights of an entity.

Appendix A - Board Candidate Eligibility Requirements

To serve as a Director of Alterna Savings, you must:

- be 18 years of age or older,
- have used Alterna as your primary financial institution for at least three years, evidenced through regular payroll or pension deposits,
- be a member in good standing,
- not be an employee of Alterna Savings, Alterna Bank, a predecessor credit union of Alterna Savings, or a former employee of the same for at least five years,
- not have provided professional advisory services to Alterna in your professional capacity within the prior five years,
- not be involved in or reasonably expected to be involved in an action against Alterna, and
- be a Canadian citizen or a person lawfully admitted to Canada for permanent residency who is ordinarily a resident in Canada.

The following people are disqualified by the *Credit Unions and Caisses Populaires Act, 2020 Regulations*³:

- One whose membership in any credit union has been terminated, other than voluntarily.
- One who has been found under the *Substitute Decisions Act* or under the *Mental Health Act* to be incapable of managing property or who has been found to be incapable by a court in Canada or elsewhere.
- One who is an undischarged bankrupt or who has been discharged as a bankrupt in the 5 years preceding the date on which she or he may be elected as a Director.
- One who is unable to obtain a bond of an insurer licensed under the *Insurance Act* to write surety and fidelity insurance.
- One who is more than 90 days in arrears in the payment of a debt owed to the credit union unless the credit union has agreed to extend the time for repayment.
- One who is a listed person within the meaning of the United Nations Suppression of Terrorism Regulations under the *United Nations Act (Canada)*.
- One who has been convicted, in the five years preceding the date on which he or she may be elected as a Director, of an offence as described in section 29 (3) of the *Credit Unions and Caisses Populaires Act, 2020 Regulations*³ and who has not received a pardon for the offence.
- One whose membership in a professional association has been terminated, in the five years preceding the date on which he or she may be elected as Director, for professional misconduct.
- An employee of the credit union or a central in which the credit union is a member, or his or her spouse, parent or child.
- A professional advisor/consultant who provides services to the credit union in their professional capacity or who has provided such services in the three years preceding the date on which they may be elected as a Director.
- An employee of the Financial Services Regulatory Authority of Ontario (the “Corporation”).
- A public servant employed under Part III of the *Public Service of Ontario Act, 2006* whose employment duties include regulating credit unions.
- One who has not met the training requirements or qualifications for Directors established by Alterna Savings.
- One who has not met any reasonable condition or qualification set out in the by-laws of Alterna Savings.

³ The *Credit Union and Caisses Populaires Act, 2020* is available at <https://www.ontario.ca/laws/statute/20c36>

Appendix B - Election Policy

The Board of Directors determines the method and the manner in which elections are to be conducted. Non-compliance with the following policy may result in a candidate's disqualification.

EFFECTIVE DATE OF THE POLICY

This policy takes effect immediately upon approval.

INTENT AND INTERPRETATION OF THIS POLICY

2.1 The intent of this policy is to ensure a level playing field for all candidates, and to strive for the fairest possible process and outcome by limiting candidates' activities and presence to those provisions in sub-sections 3.1 to 3.4 below.

2.2 Any questions as to the interpretation of this policy are to be directed in writing to the Chair of the Nominating Committee via the Corporate Secretary, and a copy to the Chair of the Board. Any interpretation of this policy provided shall be in writing and provided to all candidates.

2.3 Interpretations shall be narrow such that only activities and processes clearly written in this policy shall be permitted. Any interpretation that could result in a change to the ordinary understanding of this policy shall first be recommended for approval of the Board of Directors by way of amendment to this policy.

CANDIDATE INFORMATION PROVIDED TO MEMBERS

The Nominating Committee ensures that the following information about each candidate is made available to members in English or French at Alterna's expense.

3.1 Photograph: Each candidate shall provide a photograph of themselves for Management to post to Alterna's website.

3.2 Biography: Each candidate shall submit a biography in compliance with the requirements specified in the Board Candidate Information Kit.

3.3 Contribution Statement: Each candidate shall submit a Contribution Statement in compliance with the requirements specified in the Board Candidate Information Kit.

3.4 Video Recording: Each candidate shall submit a video recording in compliance with the requirements specified in the Board Candidate Information Kit.

CANDIDATE ACTIVITIES AND PRESENCE

4.1 The Board of Directors believes that the above campaign measures provide sufficient opportunity for a fair campaign, for candidates to convey information about themselves, and for members to educate themselves about candidates' backgrounds and intended contributions to Alterna.

4.2 Apart from the materials specified in sub-sections 3.1 to 3.4 above, no further candidate activity is permitted. For further clarity, if the activity is not specifically enumerated in sub-sections 3.1 to 3.4, then it is specifically prohibited. For greater certainty, this prohibition extends to any and all forms of announcing one's candidacy for election, communicating for the purpose of advancing one's candidacy, campaigning or other campaign activities to promote one's candidacy in the election.

4.3 Similarly, no communications between candidates relating to the election is permitted. Incumbent Directors who are candidates for re-election may communicate with one another, with staff or with members in the fulfillment of their duties and obligations as Directors only, but not in the context of advancing their candidacy in the election. All candidates continue to enjoy the right to communicate with staff in the course of conducting their ordinary banking with Alterna Savings but must not discuss the election or attempt to advance their candidacy in the election.

DUTY TO CLARIFY ON AN EX-ANTE BASIS

There is a duty on candidates to clarify in writing whether any of their planned activities may be contrary to this policy before they occur.

DUTY TO DISCLOSE

At the start of the election period, the Corporate Secretary shall issue a notice to staff reiterating that campaigning by candidates beyond that which is outlined in sub-sections 3.1 to 3.4, is prohibited. In the event that a candidate attempts to promote their candidacy whether on Alterna premises or elsewhere, employees have a duty to notify the Corporate Secretary. Once made so aware, the Corporate Secretary shall bring the matter to the attention of the Nominating Committee with a copy to the Chair of the Board.

NOMINATING COMMITTEE REPORT

7.1 At the completion of candidate interviews, the Nominating Committee shall prepare a report outlining the outcome of the nomination process and identifying those candidates who will be recommended for election by the Nominating Committee. For greater certainty, nothing in this policy restricts the number of candidates being recommended for election so long as they meet all relevant qualifications/ requirements outlined in this policy, the *Credit Unions and Caisses Populaires Act, 2020*, S.O. 2020, c. 36, Alterna Savings' By-Laws and all applicable Alterna Savings' policies and standards.

7.2 Upon completion of the report, the Nominating Committee shall:

- First, notify candidates in writing of the outcome of the nomination process and confirm their choice to remain in the election or withdraw.
- Second, through its report, notify the Board of Directors of the outcome of the nomination process.
- Third, with Management, arrange for the posting of candidate-submitted video recordings and all candidate information on the Alterna website.

7.3 All eligible candidates, whether or not they are recommended by the Nominating Committee, who choose to stand for election will have their information made available to the membership. The website and other material will indicate which candidates are recommended.

7.4 The Nominating Committee shall further ensure that candidate materials and video recordings are vetted for compliance with this policy prior to such materials being used for the campaign.

NON-ADHERENCE TO THE ELECTIONS POLICY

Any and every breach of this policy is a serious matter that may result in disqualification. The Nominating Committee has discretion to employ other remedies where they are warranted, provided such remedies are in the best interest of Alterna Savings and its members, are not inconsistent with the intent of this policy, and do not unfairly prejudice other candidates.

PROCESS TO DEAL WITH COMPLAINTS AS TO NON-ADHERENCE TO THE ELECTIONS POLICY

9.1 Complaints will be forwarded to the Corporate Secretary, the Nominating Committee Chair and Chair of the Board. Should the Chair of the Board be a candidate, complaints will be forwarded to the Corporate Secretary, the Nominating Committee Chair and the Vice Chair of the Board. Should both the Chair and the Vice Chair be candidates, complaints will be forwarded to the Corporate Secretary, the Nominating Committee Chair, and the Board.

9.2 Alterna shall not act on anonymous complaints and no standing shall be given to such complaints.

9.3 Complaints that are vexatious, not relating to the Elections Policy, or cover activities which, if established as having occurred, do not give rise to any reasonable concern that a violation under this policy may have occurred, may be summarily dismissed by the Nominating Committee by way of motion without further action or process. In these instances, the Nominating Committee will notify the Chair of the Board of its decision and reasons to dismiss the complaint. The Chair of the Board will either concur with the dismissal, in which case the complaint will then be formally dismissed, or if the Chair of the Board does not concur with the dismissal, the Chair of the Board will request a meeting of the Board to recommend by way of motion, that a complaint be formally investigated. Should the Chair of the Board be a candidate, the Vice Chair will assume the role of the Chair as described in this sub-section. Should both the Chair and the Vice Chair be candidates, the Board will assume the role of the Chair as described in this sub-section.

9.4 Complaints that are deemed valid by the Nominating Committee shall be brought to the Board's attention with a request that the Board formally investigate the complaint. In these instances, and prior to the Board taking any action, the candidate in question first shall be notified in writing by the Corporate Secretary as to the nature of the complaint and have a reasonable opportunity to respond in writing. The Board shall then consider the complaint and the candidate's response and determine whether to formally investigate the complaint. Complaints deemed by the Board to be vexatious will not be investigated.

9.5 Should the Board decide to investigate a complaint, it will, at the same time, determine the process by which the investigation, adjudication and remedy of the complaint will occur. In deciding on the process, the best interest of Alterna Savings and its members shall guide the Board's decision-making. This shall include, but not necessarily be limited to: due process for the candidate under scrutiny, the removal of any real or perceived bias or conflict of interest in the adjudication, and the confidence of stakeholders in the process, most particularly the confidence of regulatory authorities and the other candidates in the election who would be impacted by the outcome. To ensure the best interest of Alterna Savings and its members, to maintain confidence in the election process and remove the presence of any real or perceived bias or conflict of interest whether within the Nominating Committee or the Board itself, the Board in its sole discretion, by way of motion will empower the Nominating Committee, a Special Committee of Directors, or reserve to itself, the investigation and adjudication of the complaint and the consequences thereof.

9.6 If the Nominating Committee or a Special Committee is empowered to investigate a complaint, the Board shall delegate all authority on the matter to the said committee whose decision and remedy shall be final, non-appealable and binding on the Board and the candidate, and no other member of the Board shall attempt to influence or interfere with the empowered committee. If the Board reserves the matter for itself, its decision will be final, non-appealable and binding on the candidate.

9.7 In the event of a disqualification, the Board, or the empowered committee will notify the candidate of the disqualification in writing within twenty-four (24) hours of the decision. All of the candidate's materials will then immediately be removed from the Alterna website, branches and other premises, to be replaced by a notice to members that they are no longer a candidate.

9.8 In the event of a disqualification, no votes cast in favour of the disqualified candidate shall be counted, nor shall they be included in any reporting on the outcome of the election. Recognizing that ballots may reflect multiple choices by the member, such as for other candidates, By-law changes, the ballots remain valid and all votes on the ballot other than those for the disqualified candidate shall be counted.

ROLES AND RESPONSIBILITIES

The Nominating Committee is responsible for reviewing this policy annually and recommending its approval to the Board of Directors.

Appendix C - Director Qualifications Policy

OBJECTIVES

The Board of Directors of Alterna Savings must ensure that the credit union fulfils its mandate and meets its regulatory obligations. To this end, Directors must manifest particular attributes such that, acting together, they provide for the credit union's effective governance.

The Board acknowledges the importance of its role in ensuring effective succession planning and having policies in place to enable the recruitment, nomination, evaluation and selection processes to occur in an open, transparent and fair manner.

The Board also acknowledges the importance of broadly representing its membership to the extent possible reflecting the diversity of its membership and the communities it serves.

The Board shall also be independent from Senior Management and operations.

QUALIFICATIONS FOR DIRECTORS

Throughout their tenure, all Directors must meet the eligibility criteria for Directors as set out in the *Credit Unions and Caisses Populaires Act, 2020* and Regulations, the By-laws of Alterna Savings, and this policy.

Further, Directors are expected to:

1. Act in the best interest of the credit union as a whole and independently of any particular interest arising as a result of any previous, existing or future relationship with the credit union, its members, or suppliers. For greater clarity, Directors shall not be or within the prior five years have been:
 - a. An employee of Alterna Savings, Alterna Bank or a predecessor credit union of Alterna Savings,
 - b. A plaintiff or an applicant in an action or application naming Alterna Savings, Alterna Bank, or a predecessor credit union of Alterna Savings as a defendant or respondent,
 - c. A professional advisor providing services to Alterna Savings or Alterna Bank in their professional capacity;
2. Devote sufficient time, energy and interest to the performance of duties as a member of the Board: Directors are expected to fully participate in meetings having reviewed materials beforehand and developed a point of view;
3. Be collaborative, constructive and respectful in interactions with other Directors and staff;
4. Have well-developed interpersonal skills, including the ability to listen to and discuss various points of view, the ability to think and act independently and speak out with courage and conviction while maintaining professionalism and teamwork with Directors and staff;
5. Positively influence others and be influenced through fact-based discussion and decision-making and speak with one voice once decisions are made;
6. Think strategically, with sound common sense, perceptiveness, maturity and business judgment;
7. Demonstrate a commitment to co-operative financial institutions, including through use of Alterna as their primary financial institution for at least three years; and

8. Demonstrate a thorough understanding of the distinction between governance and operational issues, and between minor and material issues.

In addition, Alterna expects each Director to meet certain individual qualifications and that Directors, collectively as a Board, shall possess a diversity of skills, knowledge and experience relevant to its mandate and operations.

Finally, no individual who is an employee of Alterna Savings, or a related person of an employee of Alterna Savings, may serve as a Director.

- **2.1 Individual Qualifications for Directors**

Consistent with the principles of FSRA's rules, Alterna requires each Director to achieve a 'strong' competency level for each of the following nine competency areas:

1. Audit and Compliance Oversight
2. Board and CEO Performance
3. Credit Union Operations
4. Financial Literacy
5. Governance and Ethics
6. Leadership
7. Regulatory Environment
8. Risk Management Oversight
9. Strategic Planning.

For detailed descriptions of each area and the definition of "Strong Competency" please refer to Schedule "A" to this Policy.

Alterna requires all Directors to have the requisite level of strong competency in each area but recognizes that new Directors may not be fully competent in some areas immediately. It is therefore expected that new Directors achieve the requisite level of competency within 12 months of appointment; the Board Chair within 6 months of appointment; and the Chair of the Finance and Audit Committee within 6 months of appointment.

Incumbent or new Directors who do not demonstrate these competencies or who fail to achieve them in the requisite time shall not generally be recommended for re-election, though there may be special exceptions from time to time as circumstances warrant.

- **2.2 Collective Qualifications for Directors of the Board**

In addition to the competencies outlined in Section 2.0 and 2.1, the Directors, collectively as a Board, should also have a diversity of skills and experience including:

1. Demonstrated governance experience gained on boards of a similar size and complexity to Alterna;
2. A proven leadership style that fosters diversity, collegiality, and collaboration;
3. Extensive experience in accounting and audit;
4. Senior management experience managing budgets; people; major projects with significant scope, complexity and risk; or board experience providing oversight to the same;
5. IT strategy and technological innovation experience;

6. Corporate Social Responsibility experience;
7. Financial sector experience, particularly retail and commercial banking, insurance, wealth management, competitive markets and credit adjudication;
8. Human Resources experience, particularly executive compensation, succession planning and pension fund management;
9. Competencies in Securitization obtained through training, experience and/or expertise, with at least one Director rated at a “strong” competency level ⁴; and
10. Crisis Management experience.

- **2.3 Succession Requirements/Director Qualifications Profile**

Board and self-assessments will be conducted on an annual basis and peer assessments will be conducted on a biennial basis as set out in the Director Development and Evaluation Policy, in order to confirm and update the competency levels attained by each Director and to record any changes in skills/knowledge. These assessments will also help identify additional training or self-development programs to help Directors maximize their overall knowledge and skill levels to meet competency requirements, and to attain additional skills as may be appropriate.

A matrix of competency levels required and attained for each director will be maintained together with a summary of director skills.

These evaluations, together with Alterna's current strategic priorities, shall inform a Board skills matrix, gap analysis and annual director qualifications profile, the latter of which shall be prepared by the Governance Committee and approved by the Board annually, and furnished to the Nominating Committee, together with this policy, to guide that committee's work.

Incumbent Directors seeking re-election shall have an evaluation of their performance by the Board Chair shared with the Nominating Committee as one input to the committee's evaluation of candidates.

REQUIREMENT TO SUBMIT TO A BACKGROUND, CREDIT AND CRIMINAL CHECK

Prior to having their respective name being placed on the election ballot, as a board candidate and at re-election thereafter, each Director may be requested to submit to a background, credit and criminal record check.

CONDITIONS WHERE AN INDIVIDUAL MAY BE DISQUALIFIED FROM ACTING AS A DIRECTOR

Directors who no longer meet the legal qualifications for Directors set out in the *Credit Unions and Caisses Populaires Act, 2020* and Regulations, the By-laws of Alterna Savings and this policy and or who do not meet competency requirements are subject to disqualification. When a Director has not met the FSRA competency and training requirements within the time frames set out in this policy, the Board will generally pass a resolution declaring the Director's position vacant in the absence of a reasonable explanation or extenuating circumstances, and such resolution shall follow the process as outlined in the Removal of a Board Member Policy.

ROLES AND RESPONSIBILITIES

This policy shall be reviewed annually by the Board, on the recommendation of the Governance Committee.

⁴ Alterna Savings' Internal Auditors, MNP, with “expert” competencies in securitization, assists the Board, as needed, with securitization transactions.

Schedule “A” Alterna Savings Director Training and Qualifications

AUDIT AND COMPLIANCE OVERSIGHT

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, regulatory requirements as well as the *Credit Unions and Caisses Populaires Act, 2020*, its regulations and applicable FSRA rules.

Competency Level	Audit and Compliance Oversight: Competency Attributes
Basic	<ul style="list-style-type: none"> • Defines compares and explains: <ul style="list-style-type: none"> ➤ The role of the audit committee ➤ The external audit process and the role of the external auditor ➤ The role and nature of the internal audit function ➤ FSRA’s Examination process ➤ The role of the chief compliance officer
Good	<p>Basic PLUS:</p> <ul style="list-style-type: none"> • Understands and incorporates in their actions the processes to monitor Board and individual directors to ensure compliance with internal controls, standards of sound business and financial practices and other regulatory requirements. • Reads and interprets reports of the chief compliance officer, external auditor, internal auditor and the regulators. • Distinguishes between the responsibilities of the Audit Committee, the Board and other committees. • Interprets and draws conclusions from the reports of the chief compliance officer, external auditor, internal auditor and regulators. • Asks appropriate questions about credit union policies, practices and reports. • Demonstrates through actions, a knowledge of resolution strategies to address any material weaknesses and deficiencies. • Contributes to the development of policies to improve controls and compliance. • Ensures that key decisions made by the Board align with established policies, standards of sound business practices and other regulatory and legislative requirements. • Follows up with management to ensure corrective action is taken to rectify deficiencies noted in reports.

Competency Level	Audit and Compliance Oversight: Competency Attributes
Strong	<p>Good PLUS:</p> <ul style="list-style-type: none"> • Analyses results and reports and contributes to board discussion and debate on complex issues and any material variances or weakness relating to audit and compliance. • Interprets and confirms that corrective action taken by management to address material non-compliance situations is identified in internal, external and regulatory audit reports is appropriate. • Identifies when it is necessary to challenge management for additional information to support conclusions or recommendations. • Identifies when a professional, independent opinion is required. • Calls upon internal and/or external audit resources to investigate complex variances and non-compliance situations.
Expert	<p>Strong PLUS:</p> <ul style="list-style-type: none"> • Interprets corporate, complex regulations and/or legislation for others, including providing regulatory advice. • Lobbies for legislative change to ensure a level playing field for credit unions. • Intervenes with regulators on contentious and sensitive issues. • Through participation on provincial and/or national committees, identifies appropriate changes to the legislative environment and audit and compliance standards on behalf of the credit union and the credit union sector. • Contributes to the ongoing development and refinement of standards of sound business practices.

BOARD AND CEO PERFORMANCE

To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the tools and methodologies for monitoring the performance and development of the CEO and for assessing the Board’s performance to determine strengths, deficiencies and areas for improvement.

Competency Level	Board and CEO Performance: Competency Attributes
Basic	<ul style="list-style-type: none"> • Explains the reporting relationship between the Board and the CEO. • Explains the appropriate approach regarding performance management, feedback, and communications with the CEO.

Competency Level	Board and CEO Performance: Competency Attributes
Good	<p>Basic PLUS:</p> <ul style="list-style-type: none"> • Contributes to the development of the relationship between the Board and the CEO. • Applies the performance and measurement criteria for the Board and the CEO. • Contributes to the ongoing assessment of the CEO's and the Board's performance. • Ensures the use of objective measurement criteria is adopted. • Identifies opportunities for performance improvement in the CEO and Board. • Describes the processes and timing of Board and CEO performance planning and assessment.
Strong	<p>Good PLUS:</p> <ul style="list-style-type: none"> • Contributes to the development of assessment criteria for individual directors, the Board and CEO. • Ensures that the CEO performance criteria and compensation are aligned with the strategic plan and key business objectives. • Demonstrates the ability to develop communications designed to create buy-in to concepts and direction from the Board to the CEO. • Contributes to the development and/or enhancement of the Board's stakeholder communications strategy. • Encourages other Board members to communicate effectively with the CEO. • Proactively manages and effectively communicates the CEO's performance through informal and formal communication. • Develops and initiates the board performance planning and assessment process. • Recognizes when a third-party expert is required. • Identifies and addresses skills/performance gaps on the board and/or CEO.
Expert	<p>Strong PLUS:</p> <ul style="list-style-type: none"> • Leverages connections to other events, decisions and initiatives when developing and presenting communications to the CEO. • Ensures fit between the credit union's culture, values and beliefs and those of the CEO. • Uses mediation skills to resolve conflicts or performance gaps on the board and/or with the CEO. • Uses influence to create shifts in beliefs and/or values. • Leads and/or contributes to discussion about the impact of the credit union in the community and/or in the credit union sector both provincially and nationally.

CREDIT UNION OPERATIONS

To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of how the credit union’s infrastructures interrelate and how they enable the effective and efficient delivery of services while managing risk and regulatory requirements.

Competency Level	Credit Union Operations: Competency Attributes
Basic	<ul style="list-style-type: none"> • Defines the nature and extent of the credit union’s operations and service areas. • Distinguishes between the Board’s and CEO’s responsibilities related to operations. • Outlines the impact of operational weaknesses on depositor satisfaction and financial performance.
Good	<p>Basic PLUS:</p> <ul style="list-style-type: none"> • Understands the credit union’s operational infrastructure and how its components interrelate. • Understands the credit union’s business powers, major lines of business, services and delivery channels. • Understands the membership profile and the nature and profile of major business segments. • Effectively compares operational efficiency against industry standards and best practices. • Recognizes the impact of strategic plans and business objectives on operational effectiveness and operational efficiency. • Asks questions and evaluates information and management recommendations on costs, benefits and risks involved in major operational decisions. • Recognizes and seeks third party expertise when required.
Strong	<p>Good PLUS:</p> <ul style="list-style-type: none"> • Understands the nature and extent of non-core business activities including any subsidiaries. • Applies policy related to human resources practices, including competency requirements to senior management personnel. • Analyses the strategies, data and/or recommendations to improve operational effectiveness or resolve operational weaknesses. • Fosters an environment of innovation in service delivery and strategies relating to such innovations. • Discusses and evaluates policy recommendations with respect to their impact on operations. • Identifies and understands best practices related to operational efficiencies, such as outsourcing or collaborative strategies.

Competency Level	Credit Union Operations: Competency Attributes
Expert	<p>Strong PLUS:</p> <ul style="list-style-type: none"> • Fosters an environment of innovation in service delivery and strategies related to such innovations. • Identifies best practices relating to operational efficiencies, such as outsourcing or collaborative strategies.

FINANCIAL LITERACY

To achieve this competency, directors should demonstrate an appropriate level of financial knowledge and understanding and can interpret financial reports and statements and monitor corrective action to ensure financial goals and regulatory requirements are met.

Competency Level	Financial Literacy: Competency Attributes
Basic	<ul style="list-style-type: none"> • Reviews financial reports, financial statements and operational plans & budgets prepared by management. • Seeks clarification of those areas that are not understood. • Understands basic budgeting process and financial objectives and budgets. • Understands basic financial statements, e.g. balance sheet and income statement. • Reviews financial reports presented by management and asks appropriate questions. • Knows statutory requirements.
Good	<p>Basic PLUS:</p> <ul style="list-style-type: none"> • Understands basic 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. • Ensures additional explanations and information is provided for any material variances including action plans.

Competency Level	Financial Literacy: Competency Attributes
Strong	<p>Good PLUS:</p> <ul style="list-style-type: none"> • Understands the national, provincial and local micro and macro-economic factors that can affect the credit union’s operations. • Explains and interprets the interrelationship of financial ratios and how they impact other areas. • Interprets financial results and reports and ensures the board conducts sufficient oversight and discussion on recommended strategies to address any material variances. • Recommends the use of external resources to investigate any significant issues or “red flags” that may arise or to validate the credit union’s financial policies, plans, controls and procedures where material weaknesses persist.
Expert	<p>Strong PLUS:</p> <ul style="list-style-type: none"> • Understands the concepts of global financial markets and the forces that shape them. • Categorizes complexities of various financial instruments and their use. • Contributes to the pursuit of change in legislative financial requirements through participation on provincial and national committees.

GOVERNANCE AND ETHICS

To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the critical elements of good governance and ethics.

Competency Level	Governance and Ethics: Competency Attributes
Basic	<ul style="list-style-type: none"> • Understands the governance structure of the credit union and the responsibilities of directors and the Board. • Understands what corporate governance is and how it is applied to the credit union environment. • Explains the importance, necessity and meaning of “independent”, “accountable”, “transparency”, “prudent” and “fiduciary”. • Recognizes the role of ethics (code of conduct) and personal integrity in acting in the best interests of the credit union and safeguards confidential and sensitive information. • Explains the roles of and interrelationships between the Board; Board and regulators; Board and senior management. • Explains the credit union’s strategic direction and corporate values. • Complies with the credit union’s policies. • Acts in accordance with co-operative principles. • Acts with integrity and ethics in making decisions. • Exercises due care and diligence.
Good	<p>Basic PLUS:</p> <ul style="list-style-type: none"> • Uses existing governance framework to evaluate, create and implement policies to enhance value. • Contributes fully to the board and governance structures by: <ul style="list-style-type: none"> ➤ asking appropriate questions, ➤ identifying material variances or deficiencies, ➤ being prepared for meetings, ➤ seeking independent advice or expertise, ➤ supporting board decisions. • Provides sound input into the credit union’s strategic direction and plans. • Assesses goals, objectives, risks and opportunities relative to strategic direction. • Oversees the credit union’s performance relative to strategic direction and implementation.

Competency Level	Governance and Ethics: Competency Attributes
Strong	<p>Good PLUS:</p> <ul style="list-style-type: none"> • Mentors board members to enhance their competence in democratic governance. • Oversees the ongoing evaluation of the Board’s governance structures. • Assesses adequacy of governance policies, processes and procedures and code of conduct and makes recommendations for change. • Identifies interrelationships and evaluates inherent risks and opportunities in the financial services environment and recommends appropriate action. • Independently assesses impacts of decisions related to risks and opportunities. • Describes how changes in regulatory environment impact best practices in credit union governance. • Analyses past experiences and applies the concepts and learning to new situations. • Champions continuous learning within the board regarding the innovations in governance structures and how they can be incorporated into their credit union’s governance regime.
Expert	<p>Strong PLUS:</p> <ul style="list-style-type: none"> • Collaborates with other experts to recognize and articulate best practices in democratic governance. • Demonstrates breakthrough thinking in the field of democratic governance.

LEADERSHIP

To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the attributes of leadership to motivate, influence and support others to accomplish organizational goals and encouraging on-going education to further develop competencies.

Competency Level	Leadership: Competency Attributes
Basic	<ul style="list-style-type: none"> • Communicates ideas and opinions clearly. • Understands effective leadership characteristics. • Identifies personal leadership characteristics. • Builds trust through honest and open communication and mutual respect.

Competency Level	Leadership: Competency Attributes
Good	<p>Basic PLUS:</p> <ul style="list-style-type: none"> • Identifies board dynamics including different approaches and styles. • Constructively influences board dynamics. • Utilizes communication/facilitation techniques to encourage debate, dialogue, discussion. • Collaborates with fellow directors to build consensus. • Contributes to a constructive and open environment for the expression of diverse ideas and opinions. • Considers resource and support requirements of strategic initiatives.
Strong	<p>Good PLUS:</p> <ul style="list-style-type: none"> • Champions continuous learning and renewal within boards, including the successful recruitment of new board members, director training and continuing education. • Acts as an ambassador for the credit union within the community. • Fosters innovation, creativity and shared understanding. • Encourages debate and diverse opinions and mediates to reach consensus. • Determines when more information or outside advice is required. • Clearly communicates rationale for decisions to key stakeholders.
Expert	<p>Strong PLUS:</p> <ul style="list-style-type: none"> • Networks strategically to stay informed of new developments and partnership opportunities. • Leads the conceptualization of large-scale changes in industry direction through participation on provincial legislative and regulatory revisions and national committees. • Leverages networks with key stakeholders to influence the resolution of regulatory and other issues.

REGULATORY ENVIRONMENT

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.

Competency Level	Regulatory Environment: Competency Attributes
Basic	<ul style="list-style-type: none"> • Explains and describes the: <ul style="list-style-type: none"> ➤ Role of the Ministry of Finance, ➤ Financial Services Regulatory Authority of Ontario, ➤ Responsibilities of directors relative to policy creation and monitoring, ➤ Responsibilities of the Board relative to policy creation and monitoring. • Identifies the regulatory environment including the Act, regulations, FSRA’s rules as well as the credit union’s by-laws, policies and processes.
Good	<p>Basic PLUS:</p> <ul style="list-style-type: none"> • Demonstrates knowledge of the <i>Credit Union and Caisses Populaires Act, 2020</i>, Regulations and other relevant legislation. • Understands the credit union’s by-laws and related policies. • Promotes regulatory compliance. • Identifies gaps in the credit union’s policies and compliance with regulatory requirements. • Initiates policy enhancements to deal with gaps. • Determines the policy framework i.e., the areas in which policies are required and why.
Strong	<p>Good PLUS:</p> <ul style="list-style-type: none"> • Explains the application of relevant policies and the principles upon which they are built. • Can interpret the Act and Regulations as well as other applicable legislation. • Explains the rationale for policy changes and the impact of such changes to the credit union’s compliance with policies and sound business standards and practices. • Contributes to strength of credit union sector through strong leadership related to compliance, improved communication and shared understanding by credit unions and the regulator on these issues.
Expert	<p>Strong PLUS:</p> <ul style="list-style-type: none"> • Participates in the drafting of new legislation and regulations through provincial and/or national organizations.

	<ul style="list-style-type: none"> Understands the fine points of legislation and regulations relevant to own position as a director, interpreting them, providing comments to policy makers and supporting others in ensuring compliance.
--	---

RISK MANAGEMENT OVERSIGHT

To achieve this competency, directors should demonstrate an appropriate level of knowledge and understanding of the risk management framework for identifying, measuring and managing significant risks and events that may impact the credit union’s objectives.

Competency Level	Risk Management Oversight: Competency Attributes
Basic	<ul style="list-style-type: none"> Understands the areas of risk to which the credit union may be exposed. Understands the risk management framework and policies of the credit union. Understands the purpose and requirements of FSRA rules. Understands FSRA’s examination process. Explains the role of the Board in risk management oversight.
Good	<p>Basic PLUS:</p> <ul style="list-style-type: none"> Explains and describes the nature of risks and risk management activities relating to: <ul style="list-style-type: none"> ➤ Alterna’s Risk Appetite Statement ➤ Capital management, including Capital Risk Limits ➤ Credit risk management, including Retail/Commercial Credit Risk Limits ➤ Operational risk management, including Operational, Infrastructure & Cybersecurity Risk Limits ➤ Market risk management, including Interest Rate Risk/Market Risk Limits ➤ Human Resources Risk Limits ➤ Regulatory Compliance Risk Limits ➤ Structural risk management, including Structural Risk Limits ➤ Liquidity risk management, including Liquidity, Funding & Securitization Risk Limits ➤ Reputational Risk Limits ➤ Privacy Risk Limits. Understands the significant risks to the credit union. Understands criteria for measuring risk.

Competency Level	Risk Management Oversight: Competency Attributes
	<ul style="list-style-type: none"> • Understands the nature and extent of any material outsourcing, subsidiaries, and securitization transactions. • Describes the extent of any material non-core business activities and subsidiaries. • Understands the Board’s risk assessment tools and risk limits reports. • Monitors risk management activities, including the risk appetite framework. • Identifies areas of significant risk exposure in management reports. • Interprets the results of the FSRA examination and internal/external auditors and makes decisions to manage and address identified risks.
Strong	<p>Good PLUS:</p> <ul style="list-style-type: none"> • Understands what Enterprise Risk Management, including an Enterprise Risk Appetite Framework (RAF), is. • Assesses the credit union’s risk appetite and limits. • Provides direction to management on implementation of an enterprise risk management system, including a Risk Appetite Framework. • Integrates all elements of enterprise risk management into the strategic risk management process. • Confirms the capacity of the credit union to withstand risk exposure levels and compliance with FSRA rules and guidance. • Interprets risk management policies and recommends changes to mitigate excessive exposure. • Ensures strategic objectives are integrated into the RAF.
Expert	<p>Strong PLUS:</p> <ul style="list-style-type: none"> • Identifies potential long-term risks and opportunities in the Canadian financial services environment and credit union sector.

STRATEGIC PLANNING

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.

Competency Level	Strategic Planning: Competency Attributes
Basic	<ul style="list-style-type: none"> • Understands the vision, mission and core values of the credit union. • Is aware of the organization's strategies and plans through ongoing review, monitoring and discussion and is aware of their role in the process. • Describes the strategic planning process and tools. • Seeks information about the strategic management process, the Annual Operating Plan, and related management reporting.
Good	<p>Basic PLUS:</p> <ul style="list-style-type: none"> • Applies knowledge of corporate goals, strategies and business objectives to evaluate reports and recommendations presented by management. • Uses independent and objective oversight when evaluating the reports and recommendations presented by management. • Collaborates with fellow directors to build a consensus on strategic plans and initiatives. • Participates in the development and communication of the credit union's vision, mission, and corporate values.
Strong	<p>Good PLUS:</p> <ul style="list-style-type: none"> • Seeks information in areas such as the credit union's concerns, the competitive environment and industry trends and standards. • Explains the measures of success. • Recognizes and promotes potential strategic opportunities. • Weighs the risk/benefit of the credit union's strategic initiatives in identifying their impact and establishing priorities. • Identifies and communicates the indicators and measures for success of the credit union. • Analyses capacity and competencies in staffing and financial resources for strategic initiatives.
Expert	<p>Strong PLUS:</p> <ul style="list-style-type: none"> • Collaborates with experts to develop a framework and policies for strategic plans and initiatives at a credit union system level.

Competency Level	Strategic Planning: Competency Attributes
	<ul style="list-style-type: none">• Leads the conceptualization of and planning for large scale changes in industry direction and key federal statutes through participation on provincial legislative and regulatory revisions and national committees.

Appendix D– Video Requirements

Each candidate will send their video (maximum length 2 minutes) and photograph to board.candidate@alterna.ca. If a candidate is recording their video using a mobile device, they are asked to hold their device horizontally. Please reference the requirements below for guidance.

1. Shoot the video in landscape (horizontal) orientation.
2. Rely on natural lighting as much as possible – i.e. film with a window in front of you, not behind.
3. Use a plain or uncluttered background.
4. Centre yourself in the frame from the shoulders up, with the camera lens at eye level.
5. Speak loudly, clearly and minimize background noise.

