



## **CALL FOR CANDIDATES FOR CURLING CANADA BOARD OF GOVERNORS**

Curling Canada has as its mission to inspire and lead all Canadians, from playground to podium, to make curling a part of their lives in an environment and system that allows them to achieve their personal goals.

We underpin our mission with a foundation of values that include: inclusivity through curling, fairness in play, excellence in performance, authentic stakeholder engagement, genuine fun, and personal growth.

Curling Canada is seeking interested, qualified candidates to join its Board and help lead the organization.

We are committed to building a diverse Board reflective of Canadian society and our curling community. As a result, we encourage people who identify as the following to apply: Individuals who identify as persons with a disability, people from a visible minority group, people who identify as LGBTQ2S+, people who identify as non-binary, individuals who are indigenous.

We are further committed to building a skilled Board, and to this end the Board has developed a Board skills matrix (Appendix A).

The Board meets eight times a year, and more, if required. Most of the meetings are held electronically in the evenings. Traditionally there have been two to three in-person meetings held in different Canadian cities across Canada, typically over a weekend. Governors also receive assignments to serve on one or more Board committees. Currently, there are four standing committees (Governance; Enterprise Risk, Finance and Audit; Human Resources, International). Each Board committee forms its own work plan and meeting schedule.

At Curling Canada's annual general meeting to be held on September 23, 2023, Curling Canada will usher in its Board of Governors for the next term, by way of an election by the members of Curling Canada, namely the provincial and territorial curling associations across Canada.

Our Board consists of 10 Governors. This year, three candidates will be elected to the Board by our Member Associations. Two candidates will be elected for a four-year term and one candidate will be elected for a two-year term. Curling Canada's Bylaws prescribe that the Board

must be comprised of no more than 60% of one gender. In 2023, the recommended slate of candidates must include at least one individual who identifies as female.

## **CANDIDATE SEARCH**

Persons interested in joining the Curling Canada Board of Governors should complete the attached nomination form, including the schedules, and attach a curriculum vitae. A brief statement should be attached containing: a statement as to why you wish to run for the position of Governor, an outline of your prospective contribution to delivering against the Curling Canada mission, along with your personal objectives as a Governor should you be elected.

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.

For the 2023-2024 year, our current board's gap analysis has identified a particular interest in receiving Candidate Search from candidates who demonstrate the following areas of skills and expertise:

- Financial Literacy and Operational Controls
- High Performance Team Member; and
- Risk Oversight

## **GOVERNORS SEEKING RE-ELECTION**

Governors seeking re-election will be subject to the same scrutiny and submission timelines as external candidates.

## **ELIGIBILITY TO BE GOVERNOR**

A candidate for the Board of Governors may be nominated to seek the position of a full-term Governor, a replacement Governor, or both.

Section VIII (5) of Curling Canada's bylaws and Subsection 126(1) of the Canada *Not-for-Profit Corporations Act*, mandate that a Governor must:

- be at least 18 years old
- not have been declared incapable under the laws of a Canadian province or territory, or by a court in a jurisdiction outside Canada
- be an individual (a corporation cannot be a director)
- not be in bankrupt status.

It is the applicant's responsibility to ensure and confirm that these criteria are met.

All qualified candidates will be required to obtain and submit clear police and vulnerable sector records.

## **PROCESS**

After submission of the nominating form and required attachments, the Candidate Search Committee will screen all Candidate Search received to ensure that they meet the minimum qualifications required at law for a director. Candidate Search will then be reviewed and evaluated against the foundational attributes and qualities that are expected of all Governors, to arrive at a list of candidates who are qualified to be elected to the Board of Governors of Curling Canada.

The Candidate Search Committee will undergo a further evaluation to identify candidates who have the required skills and experience to fill the Board skill gaps previously identified in the Skills Matrix Gap Analysis. From this group, the Candidate Search Committee will select for advancement a preferred slate no more than twice the number of candidates as there are open positions for the Board.

Following these evaluations of the Candidate Search received, the Candidate Search Committee will present to the Board a report summarizing their activities and the preferred slate of candidates.

The Board will be asked to approve the work of the committee. Upon such approval, the preferred slate of candidates will be submitted to the Members on or about September 12, 2023, and no later than seven (7) days prior to the first day of the Annual Meeting. The Members will also have this time to submit any additional nominees for consideration. As permitted by the Act, candidate nominations, that include their documentation, may be accepted from the floor at the time of the election during the AGM.

## **SUBMISSION OF CANDIDATE SEARCH**

The deadline for Candidate Search is 5 pm (ET), July 28, 2023.

Candidate Search shall be delivered by email to Oksana Ermolenko, governance advisor, Curling Canada: [oksana.ermolenko@curling.ca](mailto:oksana.ermolenko@curling.ca)

*Subject line: Board Candidate Search, 2023*

Curling Canada will confirm receipt of each nomination via email to each candidate. Please ensure you receive this confirmation. Please contact Karen Ryan ([kryan@curling.ca](mailto:kryan@curling.ca)) if you have questions.

**WEBSITE/COMMUNICATION**

To ensure a transparent process, a calendar of key dates is attached and will also be posted to the Curling Canada website:

<https://www.curling.ca/about-curling-canada/what-we-do/board-of-governors/>

Attachment - Nomination Form for Board of Governors



## **CURLING CANADA**

### **BOARD OF GOVERNORS NOMINATION FORM**

This information will be used for the purpose of your consideration by the Candidate Search Committee, for any Board, Committee or other involvement with Curling Canada from the date hereof until the conclusion of the 2023 Annual Meeting and for contacting you regarding any meetings or information that is sent to you if you are selected.

Please ensure you complete Schedules "A", "B" and "C".

**Schedule "A"**  
**Curling Canada Board of Governors Candidate Search Form**

Name	
Street Address	
City	
Province	
Postal Code	
Email	
Phone Number	

**I. Expertise**

Please identify your area(s) of specific expertise you would be able to bring as a Governor of the Board of Curling Canada. In identifying these areas, it is understood you would be able to participate on related committees and that you possess skills and knowledge in such areas.

Please check appropriate boxes and, in the text box, describe the skills, designations, and experience that you have.

Please see the attached **skills matrix** for a further description of required skills.

**Senior/Executive Leadership Experience:**

Risk Management:	
Project Management:	
Financial Literacy and Operational Controls ( <i>financial designation ideal</i> ):	
Strategic Planning:	

People Leadership ( <i>HR designation ideal</i> ):	
Strategic Communications:	
High performance Team Member - High Sport Performance Knowledge:	
Governance:	
Marketing/Brand:	
Stakeholder Relations:	

### Diversity (Optional)

**Please check the following, if you wish to do so:**

Bilingual (French/English)	
Indigenous Person	
Member of a visual minority	
Person with a disability	
Identify as LGBTQ2+ or binary gender	
Identify otherwise as a minority	



## Curling Canada Board Competency Framework - Skills Matrix

***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.

Policy Linkage:

Curling Canada’s Diversity, Equity and Inclusion Policy provides that Curling Canada will encourage balanced representation by Under-Represented Groups on its Board of Governors. To this end, all things being equal, those Gubernatorial candidates who identify as being members of Under-Represented Groups shall be accorded preference by the Candidate Search Committee.



Curling Canada's Official Languages Policy affirms Curling Canada's commitment to the promotion and use of Canada's two official languages in the delivery of its services. All things being equal, those Gubernatorial candidates who demonstrate proficiency in both official languages shall be accorded preference by the Candidate Search Committee.

Competency	Examples	Assessment Scale
<b>Senior Leadership Experience</b>	<p>Experience as a Senior/Executive leader in a government/public sector or private sector organization.</p> <p><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.</p> <p><i>Specific examples: overseeing a team of people as a chief risk officer of an organization or equivalent.</i></p> <hr/> <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> <hr/> <p>Designing and/or overseeing the equivalent of an enterprise risk management program.</p>	
<b>Project Management</b>	<p>Experience in leading project management.</p> <p><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> <hr/> <p>A project management certificate or designation is of assistance.</p>	

	Experience in successfully leading/overseeing projects to successful completion.	
<b>Financial Literacy &amp; Operational Controls</b>	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>	
	Experience with financial accounting standards, internal controls, audit, and reporting. <i>Specific Examples: having been or directly overseen the work of an auditor – either internal or external.</i>	
	Financial designation ideal.	
<b>Strategic Planning</b> <i>Strategic plan implementation, measurement &amp; reporting</i>	Experience developing a strategic plan to realize business objectives and shaping the overall business strategy; experience in leadership engagement with strategic plan, overseeing the measuring/reporting, assessing performance, identification of strategic priorities and areas requiring improvement.	
<b>People</b>	Have led an HR function in an organization of higher order complexity.	
	Talent acquisition and development in an organization of higher order complexity.	
	Overseeing, creating, managing Executive and senior leadership compensation and rewards programs.	
	HR designation ideal.	
<b>Communications</b>	Experience with design of communications strategies, including audience analysis and implementation. Communications with members, employees and stakeholders. <i>Specific Examples: directly involved in drafting and/or approving communications with employees, 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>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 (i.e. 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>	
	<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.</p>	
<b>Marketing/Brand</b>	<p>Experience with design, implementation, and monitoring of effective marketing strategies to increase brand awareness; experience with market analysis identifying challenges and opportunities for growth; experience with marketing communications, social media strategy, etc.  <i>Specific examples: leading or having operational responsibility for oversight of same.</i></p>	
	<p>Understand and have experience with different client experience delivery models and leading practice.</p>	
<b>Governance</b>	<p>Possession of a director or officer designation and/or prior Board experience          Specific examples: Board experience as a governor, officer or director of an organization that is of a higher order of complexity.</p>	

	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>	
<b>Technology, Information Security &amp; Data/Analytics</b>	<i>Senior level experience in larger organizations with one or more of the noted areas</i>	
	<i>Designation or degree in any of the areas an asset</i>	
<p><b>Please describe other knowledge, skills or experience you have that may not be fully reflected in the categories above, but you feel may bring value to the work of the board:</b></p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>		

<b>Skills and Experience Assessment Scale</b>			
<b>1</b> - None/Limited (less than 1 year)	<b>2</b> – Entry level (1- 2 years)	<b>3</b> – Intermediate (3-5 years)	<b>4</b> – Advanced (5+ years)



**Schedule "C"**  
**Qualifications as a Governor**

**BACKGROUND INFORMATION**

It is imperative that Curling Canada provides a positive and safe environment for all those working and volunteering at our organization. It is also critical for the protection of the reputation of Curling Canada that the Governors meet certain threshold criteria.

Accordingly, please ensure that you complete Schedule C.

**Please attest to the following by checking the boxes:**

I, <span style="float: right;"><i>(fill in name)</i></span>	
- am at least 18 years old	
- have not been declared incapable under the laws of a Canadian province or territory, or by a court in a jurisdiction outside Canada	
- am an individual (a corporation cannot be a director/governor)	
- am not in bankrupt status	

**ACKNOWLEDGEMENT AND UNDERTAKING**

By submitting this Nomination Form, I agree to obtain and provide Curling Canada with a criminal background record check should Curling Canada so request. In addition, I consent to Curling Canada undertaking a criminal background check, and agree to comply and provide any required information to obtain such criminal background record check.

Candidate's Signature:
Date:



**Curling Canada**  
**Election for Positions on the Curling Canada Board of Governors**

**Calendar of Key Dates for 2023 Election**

	<b>PROCESS</b>	<b>DATE</b>
1.	Call for candidates	July 10, 2023
2.	Deadline to submit candidates	July 28, 2023
3.	Deadline for incumbent candidates	July 28, 2023
4.	Candidates Search Committee review of candidates	August 1, 2023
5.	Governor Candidate interviews (all - including incumbents)	August 2 – 11, 2023
6.	Candidates Search Committee recommendations to the Board (either slate or individuals)	w/o August 15, 2023
7.	Board approval of Committee recommendations (either slate or individuals)	w/o August 15, 2023
8.	Announcement of Candidates and invitation to Member Associations for additional nominees	w/o August 21, 2023
9.	Additional candidates received	September 1, 2023
10.	Candidate Search Committee review of additional candidates	September 8, 2023
11.	Finalization of list and recommendations sent to members	September 12, 2023
12.	Candidates' CVs and videos forwarded through link for voting delegates' review	September 12, 2023
13.	"Town Hall" for candidates (virtual)	September 21, 2023
14.	Election (conducted during virtual Curling Canada Annual Meeting)	September 23, 2023