



Co-operative Development  
Foundation of Canada

SINCE 1947

## CDF BOARD OF DIRECTORS



## CANDIDATE APPLICATION FORM



## APPLICATION FORM

|                                                                                                                                                                                   |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <b><i>Please provide a short professional biography (maximum 150 words)</i></b>                                                                                                   |  |
| <b>Name</b>                                                                                                                                                                       |  |
| <b>City &amp; Province<br/>of Residence</b>                                                                                                                                       |  |
| <b>Employer Name</b>                                                                                                                                                              |  |
| <b>Employer Address</b>                                                                                                                                                           |  |
| <b>Job Title</b>                                                                                                                                                                  |  |
| <b>E-mail Address<br/>telephone/mobile</b>                                                                                                                                        |  |
| <b>List Professional<br/>Designation(s)</b>                                                                                                                                       |  |
| <b>List Current<br/>Affiliations e.g.<br/>Associations</b>                                                                                                                        |  |
| <b>Industry<br/>Representation e.g.<br/>Credit Union,<br/>Mutuals, Co-<br/>operatives</b>                                                                                         |  |
| <b><i>Leadership Experience within the sector: Please list your past or current roles and responsibilities relevant to the Board position, starting with the most recent.</i></b> |  |
|                                                                                                                                                                                   |  |



**Statement of Purpose: Please submit a brief statement elaborating your reason for submitting your candidacy for the Board of Directors (maximum 200 words).**

**REPRESENTATION**

**1. Have you ever been, or are you currently, a CDF Donor?**

**YES** ☐

**NO** ☐

**2. Geographic Representation (Province)**

**3. Languages Spoken and Written Fluently**

**English** ☐ **French** ☐ **Spanish** ☐ **Other** \_\_\_\_\_



## COMPETENCY RATING GUIDE

When preparing to complete the *Competency Self-Assessment*, please review the descriptions below and insert your appropriate point rating in the *Competency Self-Assessment* form.

| COMPETENCY LEVEL                 | DESCRIPTION (Experience/Qualifications)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Low</b><br><b>1 point</b>     | <ul style="list-style-type: none"><li>• Little to no knowledge of the competency.</li><li>• Does not understand terminology and cannot identify skills and attributes associated with the competency.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Basic</b><br><b>2 points</b>  | <ul style="list-style-type: none"><li>• Some knowledge of the competency.</li><li>• Understands terminology and can identify skills and attributes associated with the competency.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Good</b><br><b>3 points</b>   | <ul style="list-style-type: none"><li>• Good understanding of the fundamentals of the competency gained through an appropriate combination of education, working knowledge, previous Board experience and completion of introductory Director training.</li><li>• Sufficient knowledge and experience to apply concepts to less complex issues.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Strong</b><br><b>4 points</b> | <ul style="list-style-type: none"><li>• Significant understanding and expertise of the competency gained through an appropriate combination of education, practical work experience, previous Board experience and completion of advanced Director training.</li><li>• Participates fully in Board analysis, discussion and debate on more complex issues.</li><li>• Ensures sufficient information is provided to support analysis and recommendations.</li><li>• Uses knowledge to mentor new Directors and provide greater understanding of competency.</li><li>• Challenges management's assumptions when needed and speaks out appropriately at Board meetings.</li><li>• Makes significant contributions to long-range planning.</li></ul>                                                                                                                                                                                                                                                                  |
| <b>Expert</b><br><b>5 points</b> | <ul style="list-style-type: none"><li>• Expert understanding of the competency gained through an appropriate combination of direct practical working experience in a senior position or function, previous Board experience, professional designation, qualification or degree in the subject matter and completion and accreditation of a Director training program.</li><li>• Participates fully in Board analysis, discussion and debate on more complex issues.</li><li>• Ensures sufficient information is provided to support analysis and recommendations.</li><li>• Uses knowledge to mentor new Directors and provide greater understanding of competency.</li><li>• Interprets complex data to contribute new knowledge in the competency areas.</li><li>• Provides expert analysis and advice on complex issues.</li><li>• Challenges management's assumptions when needed and speaks out appropriately at Board meetings.</li><li>• Makes significant contributions to long-range planning.</li></ul> |



## COMPETENCY SELF-ASSESSMENT

Please complete the competency self-assessment form below using the *Competency Rating Guide*. Once you determine your rating, insert the related point value in the *Rating* column to the right of the competency description.

| <b>1. Business Development</b>                                                                                                                                                                                                                                                                            | <b>Rating</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Well-developed insight and experience with revenue opportunities, including emerging markets where partnerships are anticipated or being pursued.                                                                                                                                                         |               |
| <b>2. Change Management</b>                                                                                                                                                                                                                                                                               |               |
| Ability to manage and enable the process of change and transition for the organization at a Board level.                                                                                                                                                                                                  |               |
| <b>3. Communications</b>                                                                                                                                                                                                                                                                                  |               |
| To achieve this competency, Directors should demonstrate an appropriate level of knowledge and understanding of the attributes of effective communication. They should be able to utilize this competency to motivate, influence and support others to accomplish organizational goals.                   |               |
| <b>4. Financial Management</b>                                                                                                                                                                                                                                                                            |               |
| Experience interpreting financial statements, evaluating and monitoring of financial health of the organization, practical knowledge of internal controls to assure the implementation of policy, manage and safeguard assets, and to investigate any significant issues or 'red flags' at a Board level. |               |
| <b>5. Fundraising</b>                                                                                                                                                                                                                                                                                     |               |
| Demonstrates a profound understanding of the relationship between the donor and cause. Ability to apply previous experience/expertise to a fundraising setting in order to achieve desired impact and outcomes.                                                                                           |               |
| <b>6. Sector and Technical Knowledge</b>                                                                                                                                                                                                                                                                  |               |
| Experience and knowledge of the sector in which the organization operates coupled with relevant specialized skills to assist the Board in decision making.                                                                                                                                                |               |
| <b>7. Human Resources</b>                                                                                                                                                                                                                                                                                 |               |
| Proven ability to promote a culture of strong leadership, performance, engagement and ownership of responsibilities. Significant experience with ED selection, performance assessment, coaching and succession planning.                                                                                  |               |
| <b>8. Leadership</b>                                                                                                                                                                                                                                                                                      |               |
| An effective communicator who creates impact by inspiring others. Experience, knowledge and understanding of the attributes of leadership to motivate, influence and support the ED in accomplishing organizational goals.                                                                                |               |



| <b>9. Marketing</b>                                                                                                                                                                                                                                                                | <b>Rating</b> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| To achieve this competency, Directors should demonstrate an appropriate level of marketing knowledge and understanding to guide the organization in the development, implementation and evaluation of marketing strategies.                                                        |               |
| <b>10. Risk Management</b>                                                                                                                                                                                                                                                         |               |
| Significant knowledge of the risk management framework for identifying, measuring and managing significant risks and events that may impede organization success.                                                                                                                  |               |
| <b>11. Strategic Planning</b>                                                                                                                                                                                                                                                      |               |
| Strong knowledge of strategic planning, implementation and review processes at a Board level; ability to look at issues as they arise in a strategic context; and over the longer horizon, take into account a wide range of influences and outcomes flowing from Board decisions. |               |
| <b>12. Governance &amp; Ethics</b>                                                                                                                                                                                                                                                 |               |
| Experienced in the significance of corporate governance, duties to stakeholders, responsibilities in directing management, disclosure, accountability and avoiding conflict of interest, duty of care and fiduciary duties.                                                        |               |