



**DIRECTOR CANDIDATE
INFORMATION PACKAGE
2021-2022**

Table of Contents

Table of Contents	2
Mission, Vision, and Values.....	3
Candidate Introduction.....	4
Nomination / Election Process and Key Dates.....	5
Important Information for Candidates	6
Basic Board Responsibility & Qualifications.....	7
Directors' Code of Conduct.....	9
Committee Information	11
Declaration of Nominee for the Board of Directors.....	12
Areas of Expertise	13
Required Competency Level Timeframes	15

Mission, Vision, and Values

Mission Statement

Our support services enable clients to live with dignity and independence.

Vision

To provide excellent support services to the community we serve.

Values

- Respect
- Accountability
- Leadership
- Continuous Improvement
- Integrity
- Collaboration
- Empowerment
- Equity
- Advocacy

Candidate Introduction

Dear Prospective Board Candidate:

We thank you for your interest in seeking nomination for our Board of Directors.

Inside this package you will find:

- Qualification criteria information
- Director expectations and role responsibilities
- Guidance on the process of nomination

Lambton Elderly Outreach has appointed a Nominating Committee to oversee the nomination process. This includes ensuring members are fully informed of the nomination process and the election process, considering the qualifications of candidates in order to ensure the highest quality Board composition, and to meet any gaps as identified by the Board in their analysis of the Board's skills, knowledge, and experience.

The Nomination Committee will advise nominees if their names are placed into candidacy. If not placed into candidacy, the Committee will provide the reason why.

In order to apply for nomination, please submit the information and documentation requested in this package.

Please contact the Executive Administrative Assistant with any questions regarding this package.

Nomination / Election Process and Key Dates

Key Activity	Date
Nomination Process Begins	April 1, 2021
Nomination Candidate Packages Due	May 26, 2021
Notice of Successful Candidates Eligible for Election	June 2, 2021
Annual General Meeting / Election	June 23, 2021

Important Information for Candidates

2021-2022 Candidate Opportunities

For the 2021-2022 year, Directors will be electing candidates to fill 3 positions.

Terms of Office:

Directors hold office for a three-year term. Those officers are not eligible to hold office for more than three (3) consecutive full three-year terms. Any person may therefore serve for an office for a nine (9) year term.

Remuneration

The Directors of the Corporation shall serve without remuneration unless otherwise approved. Directors shall be entitled to be reimbursed for personal expenses incurred while serving in their capacity as Directors.

Time Commitment

A Director of any Board Committee established under the By-Laws may cease to be a Director of a committee on having been absent from two consecutive meetings of the Board or Committee as the case may be, unless they are an ex-officio member of that committee and except by special resolution of the Board.

Item	Estimated Time Commitment
Quarterly Committee and Board Meetings	Regularly scheduled meetings are normally held on Wednesdays at 4:30 or 4:45 pm at the LEO office in Wyoming. Given the current COVID-19 pandemic, meetings will be held virtually over Zoom until further notice. <ul style="list-style-type: none">• Board Meetings - 1 per quarter• Committee Meetings – each committee has 1 per quarter Additional meetings may be held as needed for time sensitive circumstances.
Committee/Board Packages	Preparation before meetings will take approximately 2-4 hours per meeting. The meeting information package will be sent out 1 week in advance of the meeting date.
Training and Development	Directors are required to complete onBoarding training (policy review, signoff forms, and HR Download online training modules, Leadership and Governance modules). There are multiple opportunities for leadership development. Annually, one meeting is designated to Board training.

Basic Board Responsibility & Qualifications

Governance Process

The role of the Board is to represent the moral ownership, to focus on the strategic plan and long-term vision, and to monitor the operations of both the Board and the organization.

Board and Staff Relations

The Chief Executive Officer is the single link between the Board and the operating level.

Executive Limitations

Do not do anything illegal, unethical or imprudent.

Qualifications

- Be at the date of their election, and thereafter remain throughout her term, a member of the Corporation who is qualified by the terms of the Letters Patent of the Corporation to hold office
- Be at least eighteen (18) years of age and competent to carry out duties
- Be in good standing in the community
- Not be an undischarged bankrupt

Contributions of the Board

- The link between Lambton Elderly Outreach and the community it serves
- Written governance policies which, at the broadest levels, address:
 - a. Ends: Organizational products, impacts, benefits, outcomes (what good for which needs at what cost)
 - b. Executive Limitations: Constraints on executive authority, which establish the boundaries of prudence and ethics within which lies the acceptable arena of executive activity, decisions and organizational circumstances
 - c. Governance Process: Specification of how the Board conceives, carries out and monitors its own tasks
 - d. Board-Staff Relationship: How power is delegated, and its proper use monitored
 - e. The assurance of Chief Executive Officer's performance and compliance with the Governance Policies
 - f. The assurance of Board performance and compliance with the Governance Policies

- g. The assurance of the financial viability of Lambton Elderly Outreach by strengthening the position of Lambton Elderly Outreach as a key source of revenue development
- h. The assurance of a full Board complement, as per Lambton Elderly Outreach By-laws, to carry out the leadership and monitoring functions of the Board
- i. The assurance of Directors who are visionary and strategic in their thinking
- j. That each Director is required to be a member in good standing of Lambton Elderly Outreach and the community we serve

Directors' Code of Conduct

Purpose

The Board shall fulfill ethical responsibility to the members of Lambton Elderly Outreach. Every Director shall exercise the powers and discharge the duties of the office honestly and in good faith and in the best interests of the organization.

Policy

Directors shall represent loyalty to the interests of the corporation. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. This accountability supersedes the personal interest of any Director acting as an individual consumer of the organization's services, and is reflected in positive attitude and interaction with each other, the Executive and the Organization.

Procedure

1. The conduct of every Director must be seen to be above reproach.
2. The Board commits itself to ethical, businesslike and lawful conduct, including proper use of authority in the execution of its duties.
3. No Director:
 - a. Shall use any information acquired through and during the exercise of his or her responsibilities as a Director for personal benefit
 - b. During or after the Director's term of office, shall disclose information obtained while a member of the Board
 - c. Shall make public judgments of the Chief Executive Officer or any staff member
 - d. Shall use their positions to obtain for themselves, family members or close associates, employment within the organization
4. Director's interaction with the Chief Executive Officer or with staff must recognize the lack of authority vested in the individuals, except when explicitly Board authorized.
5. Directors' interaction with the public, press or other entities must recognize the same limitation and inability of any Director to speak for the Board, except to repeat explicitly stated Board decisions.
6. All assessments of the Chief Executive Officer or staff's performance are to be made in accordance to the explicit Board policies and through the official process.
7. Recognizing that continuity of attendance is important; the Board will consider reviewing a Director's attendance if two consecutive meetings are missed.

8. Directors shall participate in Board work groups as required.
9. In the event of a breach of any of the above, the issue shall be referred to the Board for review and appropriate action.
10. Should a Director wish to be considered for employment in a management role within Lambton Elderly Outreach, they must have left the Board for a minimum of one year with exceptions available based on the agreement of the Board unanimously.
11. Members of the Board of Directors who have been elected for political positions at the federal, Provincial or City/ county council level shall resign from the Board.
12. All Directors shall comply with the Governance Policy (Conflict of Interest) and the By-laws of Lambton Elderly Outreach.
13. Any potential conflict of interest is to be declared prior to discussion of item. The Board shall decide if there is a conflict of interest prior to any discussion of agenda items.

Committee Information

The Board may establish work groups/committees to help carry out its responsibilities. To preserve Board holism, work groups/committees will be used to interfere minimally with the wholeness of the Board's job and are not to interfere with the delegation from Board to Chief Executive Officer.

Board Work Groups / Committees

- Shall not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Such authority shall be carefully stated in order not to conflict with authority delegated to the Chief Executive Officer
- Are to help the Board to do its job, not to help the staff do its jobs. Work groups / committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberations. Board committees are not to be created by the Board to advise staff
- Shall not exercise authority over staff. In keeping with the Board's broader focus, Boardwork groups / committees shall normally not have direct dealings with current staff operations. Because the Chief Executive Officer works for the full Board, he/she shall not be required to obtain approval of a Board work group / committee before an executive action

Board of Directors

The Board of Directors consists of between 6 and 12 Directors, each elected for a term of three years, subject to a term-limit of three terms in office (therefore, a maximum 9 year term).

Governance & Human Resources Committee

The purpose of the Governance Committee is to ensure that the Board fulfills its legal, ethical, and functional responsibilities through adequate governance policy development, recruitment strategies, training programs, monitoring of Board activities, and evaluation of Board members' performance.

Finance & Risk Committee

The Committee will consist of at least 3 Directors, including the Treasurer who will serve as Chair, and the Chair of the Board (ex-officio). The Committee has the primary responsibility to assist the Board in fulfilling their oversight responsibility with respect to the accuracy of financial reporting, ensuring that appropriate systems of internal controls have been established by management, and to oversee the internal and external audit process.

Nominating Committee

The Committee will consist of at least 3 Directors who are not up for election. The committee reports to the Governance and Human Resources Committee. The committee oversees the recruitment, nomination, and election processes.

Declaration of Nominee for the Board of Directors

Nominee Information:

Candidate Name: _____
Email Address: _____
Telephone: _____

I _____, a nominee for election to the Board of Directors of Lambton Elderly Outreach,

- 1) Will comply with the policies and Bylaws of Lambton Elderly Outreach
- 2) Will participate in training programs to fulfill the Director training and qualification requirements as established by the organization

Please provide any details of any known potential conflict of interest circumstances:

Please refer to this checklist to ensure you have completed the package entirely:

- Review the Candidate Package in full
- Complete the declaration on this page
- Complete the Areas of Expertise (pages 13-14)
- Attach your most up to date resume
- Return the required information to boardchair@lambtonelderlyoutreach.org
- Must be in attendance at the upcoming Annual General Meeting, unless an exception is granted by the Nominating Committee.

Nominee's Signature

Date

Areas of Expertise

Please assess yourself against our Board Skills Matrix below using the following rating scale:

- 0 = N/A (No Competency)
- 1 = Fair Competency
- 2 = Good Competency (Minimum Requirement)
- 3 = Advanced Competency

Skills	Self-Rating			
	0	1	2	3
1. STRATEGIC PLANNING <i>Rationale for my self-rating:</i>				
2. PROGRAM DEVELOPMENT <i>Rationale for my self-rating:</i>				
3. HUMAN RESOURCES MANAGEMENT <i>Rationale for my self-rating:</i>				
4. FINANCIAL MANAGEMENT/AUDIT <i>Rationale for my self-rating:</i>				
5. RISK MANAGEMENT OVERSIGHT <i>Rationale for my self-rating:</i>				
6. ACCREDITATION/QUALITY IMPROVEMENT <i>Rationale for my self-rating:</i>				
7. CEO PERFORMANCE MEASUREMENT <i>Rationale for my self-rating:</i>				
8. GOVERNANCE/ACCOUNTABILITY MANAGEMENT <i>Rationale for my self-rating:</i>				
9. * LEGAL <i>Rationale for my self-rating:</i>				

Skills	Self-Rating			
	0	1	2	3
10. * INFORMATION SYSTEMS <i>Rationale for my self-rating:</i>				
11. * HEALTH CARE <i>Rationale for my self-rating:</i>				
12. * SAFETY <i>Rationale for my self-rating:</i>				

Required Competency Level Timeframes

The following chart outlines the timeframes in which achievement of a strong competency is required.

Skills	All Directors	Finance & Risk Chair	Governance & HR Chair	Board Vice Chair	Board Chair
	24 months	6 months	6 months	6 months	6 months
1. STRATEGIC PLANNING	S	S	S	S	S
2. PROGRAM DEVELOPMENT	S	S	S	S	S
3. HUMAN RESOURCES MANAGEMENT	S	S	S	S	S
4. FINANCIAL MANAGEMENT/AUDIT	S	S	S	S	S
5. RISK MANAGEMENT OVERSIGHT	S	S	S	S	S
6. ACCREDITATION/QUALITY IMPROVEMENT	S	S	S	S	S
7. CEO PERFORMANCE MEASUREMENT	S	S	S	S	S
8. GOVERNANCE/ACCOUNTABILITY MANAGEMENT	S	S	S	S	S
9. * LEGAL					
10. * INFORMATION SYSTEMS					
11. * HEALTH CARE					
12. * SAFETY					