

# **CASA Board of Directors: Governance, Competencies, and Expectations**

## **CASA Governance**

The Canadian Agricultural Safety Association (CASA) works with partners to support initiatives that equip producers, their families and their workers with the information and tools needed to make farms a safe place to live, work and play. CASA is funded in part through the Sustainable Canadian Agricultural Partnership, a federal, provincial, and territorial initiative and receives additional support from the agricultural and corporate sectors.

CASA is governed by a seven-person Board of Directors who work with the Chief Executive Officer to provide direction to CASA operations through the strategic plan, budget and organizational work plans. Staff carry out the day-to-day operations and activities of CASA.

***Vision: Safe and sustainable agriculture where healthy Canadian farm communities thrive.***

***Mission: To engage with community partners to promote safety and health in agriculture by providing leadership, support and resources.***

## **CASA Board of Directors Competencies**

CASA wishes to develop a Board of Directors that has a strategic combination of demonstrated knowledge, skills and abilities, personal attributes, expertise, and competencies, as well as a diversity of experiences, perspectives, information, and connections to carry out the organization's mission.

## **Diversity & Inclusion**

CASA believes in diversity and values the benefits diversity brings to our activities at all levels, including the Board of Directors.

Having leaders who reflect diversity in life experiences and cultural backgrounds contributes to more balanced Board deliberations and better decision-making. Creating an inclusive culture that embraces differences also best positions CASA to address evolving member needs.

## Demonstrated Competencies

CASA is seeking Board Directors who possess these desired competencies and can nurture those competencies within the Board. CASA has identified the following competencies for successful operations:

- 1. Board Governance:** Understands the differences between strategic oversight and operational supervision. Understands their role of overseeing the broader picture. Clearly and comfortably delegates work and authority. Empowers team members to take action.
- 2. Strategic Agility:** Demonstrates ability to think strategically and to effectively communicate thoughts and the reasons for them. Is visionary and can anticipate future consequences and trends accurately based on current knowledge. Board Directors have broad knowledge and perspective and can articulate realistic visions for future CASA operations. The Board Director can create competitive and breakthrough strategies and plans.
- 3. Business Acumen & Financial Management:** Knows how businesses work and is knowledgeable in current and potential future trends that may affect the organization. Understands the concept of competition and can identify strategies and tactics that work in the marketplace. A demonstrated ability to analyze financial statements, including balance sheets and income/expense statements.
- 4. Decision-Making Skills:** Demonstrates ability to use logic and reasoning to identify issues as well as the strengths and weaknesses of alternative solutions. Ability to listen and make informed decisions to initiate action when needed. Thinks strategically, manages complexity and acts decisively.
- 5. Team Conflict Management:** Initiates successful resolution of conflict with other individuals. Identifies conflicts as an opportunity and responds to situations quickly. Demonstrated listening skills. Ability to resolve conflict in a positive and timely manner. Maintains professionalism and emotional maturity when dealing with conflict.

## Specialized Competencies

The Board has identified areas of specialized skills or experiences that are not required but would be helpful in advancing the CASA Strategic Plan. These areas are:

- 1. Initiating and Maintaining Partnerships:** Experience working with non-profit organizations with multiple stakeholders.
- 2. Corporate Background:** Currently serves or has served in a Senior level capacity (Director/VP or above) at a for-profit corporation.

## **Required Competencies**

The Board has identified competencies required for each Board Director. Candidates must demonstrate these competencies or demonstrate the ability to develop them.

- 1. Member Value Focused:** Acts with members' interests as a priority in mind. Dedicated to providing member value and uses member relationships to inspire improvements in products and services. As a leader, establishes and maintains effective relationships with members and gains their trust and respect.
- 2. Organizational Agility:** Knows the CASA organizational design and the scope of responsibilities for each business element. Curious about and understanding of the history, processes and procedures of the organization. Willing to observe the bylaws and board-approved policies and procedures.
- 3. Emotionally Intelligent:** Has developed a reputation for emotional maturity, personal integrity, and honesty. Self-identifies personal strengths, weaknesses, and personal growth opportunities while seeking feedback and learning from mistakes. Constructive criticism is welcome.
- 4. Collaborative:** Demonstrated ability and willingness to work effectively and collaboratively in a group. Understands the concepts of team dynamics for success.
- 5. Demonstrated professionalism:** Regularly participates in continuing skill and knowledge development. Demonstrates a high level of personal and professional integrity, trustworthiness, ethics and values. Displays flexibility and open-mindedness. Demonstrates professional and appropriate conduct in public.
- 6. Respectful:** Demonstrates professional respect for colleagues and individuals working in agriculture.

## **Commitment to CASA**

- CASA Board Directors demonstrate a commitment to CASA through a history of participation within the CASA organization.
- CASA Board Directors are willing and capable to commit the necessary time to fulfill CASA leadership responsibilities effectively.
- CASA Board Directors understand and are willing to support decisions and policies made by the collective CASA Board. Willing to support CASA and its initiatives, positions and policies.
- Promotes a forward-thinking position for how CASA should evolve into the future.

## **Duties and Accountabilities of Directors**

The position of Director with the Canadian Agricultural Safety Association carries with it important duties and accountabilities that include:

- Acting in the best interests of the Association and not of a particular province, region, sector, organization or self.
- Demonstrating national vision and leadership in matters of agricultural safety.
- Acting fairly toward those affected by what the Association does.
- Attending with an open mind and be prepared to listen.
- Preparing well and ensuring that decisions are reasonable and well-informed.
- Complying with conflict of interest and confidentiality policies.
- Serving a three-year term.

## **Working Conditions**

- The seven Board Members are expected to participate in virtual Board meetings two or three times per year. Additionally, travel and attend a maximum of 1 – 2 in-person meetings, one of which could be held during the CASA Conference. Time commitments are roughly two hours per conference call with a one-hour preparation time and another 5-6 days for the in-person meetings.
- In addition to time devoted to board meetings, Board Members are expected to serve on CASA committees (i.e. finance, governance, nomination). These committees may require additional time commitments and virtual meetings. There are roles on the Board of Directors that require some additional preparation time (i.e. treasurer, chair).
- CASA will cover all travel/hotel/expenses for board members. If the Board Member is a producer, there is an opportunity for reimbursement of in-kind hours to some extent.
- New Board Members will receive an orientation to ensure familiarity with the organization, its issues, and the governance process. This orientation includes the board policies, principles of governance, and an explanation of major issues. A handbook including information on CASA governance will be provided.
- The Board will monitor and regularly discuss the Board's own process and performance. Board Members will routinely give feedback on their own and each other's performance and discuss plans for improvement.
- If required, translation services are available to facilitate communication in both English and French.