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## 2018 CREW Calgary Board of Directors Nomination Application

The benefits of CREW Board Experience include raising the profile of you and your company, strengthening project and team management skills, expanding your network, and learning the basics of Board work in a comfortable setting. Please read through all the documents included in this package:

- Nomination Application
- Scoring Rubric
- Director Job Description
- Board Liaison Job Description (for Board Directors)
- Secretary Job Description if applicable
- Treasurer Job Description if applicable
- President Elect Job Description if applicable

**Name of Candidate:**

**Position: (please circle all positions you are interested in)**

**Director      Secretary      Treasurer      President Elect\***

\*Please note the requirement noted under the President Elect Job Description for 1 year of prior service on the CREW Board of Directors with preference given to those serving on the current Board.

### **Pre requirements**

**Are you a Principal Member of good standing for 1 year? YES/NO**

**Are you able to commit to the time requirements outlined below? YES/NO**

Board meetings are typically held during business hours, and there is a time requirement to:

- prepare for Board meetings including reading the board package (typically ~40 pages)
- attendance of all or a majority of CREW Calgary events (approximately one a month)
- attendance of Board meetings (2 hour meetings once a month), attendance via conference call may be used sparingly
- attendance of committee meetings when serving as Board Liaisons\* (monthly meetings)

\*All Directors will serve as board liaisons to one of CREW's 5 committees (Golf, Events, Sponsorship, Marketing, and Membership) with the exception of the Secretary and Treasurer whose other duties preclude them from serving as liaisons. Please see the job



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description for the Board Liaison attached.

**Letter of Support from Employer submitted? YES/NO**

Employer support is critical for CREW Board members given the time requirements of serving on a Board. Preference will be given to candidates who submit a letter of support from their employers indicating their support of the candidate's CREW endeavours.

**CREW Biz / Community Profile up to date (incl. photo): YES/NO**

To update this please visit <https://crewnetwork.connectedcommunity.org/home>. This is a critical part of connecting with the larger CREW Network and building member to member business and relationships.

**Years of Experience in Commercial Real Estate \_\_\_\_**

**Length of Membership with CREW Calgary \_\_\_\_**

**Question 1:** *Please describe your involvement with CREW Calgary, including details about your volunteer experience, your attendance of events, and your networking with other CREW members.*

**Question 2:** *Please describe your experience and knowledge of the broader CREW Network and CREW Foundation , (e.g. attendance of convention and/or leadership summit attendance, use of crewbiz and the broader CREW Network, the availability of white papers etc.).*

**Question 3:** *Please describe some of your experience and skill sets that would be assist you in fulfilling your board duties (e.g. Board Experience, understanding of financials, strategic planning, management experience, volunteer experience)*

**Question 4:** *What position do you currently hold in commercial real estate? Do you have a background in other commercial real estate fields?*

**Question 5:** *How comfortable are you tapping into your employer support or network to help with fund development, or other support of CREW Calgary's operations?*



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## Scoring Rubric for the 2018 CREW Calgary Board of Directors Nomination Application

Position:

Name of Candidate:

Name of Evaluator:

Date:

### Pre requirements

- |   |        |
|---|--------|
| 1. Principal Member of good standing for 1 year   | YES/NO |
| 2. Has indicated understanding of requirements and ability to commit to time requirements | YES/NO |
| 3. Letter of Support from Employer submitted?   | YES/NO |
| 4. CREW Biz Profile up to date (incl. photo):   | YES/NO |

### Years of Experience & Membership with CREW Calgary:

Weak (1 points)	Adequate (5 points)	Exceptional (10 points)
<ul style="list-style-type: none"> <li>• Less than 2 years as a CREW Calgary member</li> <li>• Minimal experience (min 5 years) in commercial real estate</li> </ul>	<ul style="list-style-type: none"> <li>• 2-4 years as a CREW Calgary member</li> <li>• Intermediate ( 6 - 10 years) experience in commercial real estate</li> </ul>	<ul style="list-style-type: none"> <li>• 5+ years as a CREW Calgary member</li> <li>• Extensive experience (11+ years) in commercial real estate</li> </ul>

**Points awarded (of 10):** \_\_\_\_\_

**Question 1:** *Please describe your involvement with CREW Calgary, including details about your volunteer experience, your attendance of events, and your networking with other CREW members.*

Weak (0-1 points)	Adequate (2-5 points)	Exceptional (6-10 points)
<ul style="list-style-type: none"> <li>• Provides little or no evidence of involvement</li> <li>• Answer suggests a lack of enthusiasm and/or commitment in seeking out and following through</li> </ul>	<ul style="list-style-type: none"> <li>• Clearly indicates sufficient involvement in CREW Calgary</li> <li>• Provides nonspecific information</li> <li>• Clearly discusses the</li> </ul>	<ul style="list-style-type: none"> <li>• Provides specific evidence of extensive involvement</li> <li>• Clearly discusses the candidate's participation <u>and</u> how the candidate networks with other</li> </ul>

\*Please note that this rubric will be one of the tools used by the Nominations Committee to assess candidates, in addition follow up interviews may also be completed by the Committee. The Slate of Nominees will be moved to the Board of Directors who must approve the slate for recommendation to the membership at the AGM.



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<p>on ways to participate in CREW Calgary</p>	<p>candidate's participation <u>or</u> how the candidate networks with other CREW members, but not both</p>	<p>CREW members</p> <ul style="list-style-type: none"> <li>• Answer conveys enthusiasm and willingness of candidate to be involved</li> <li>• Clearly discusses how the candidate's participation in CREW Calgary has benefitted the group</li> <li>• Candidate has served as a CREW volunteer on a Committee or the Board</li> </ul>
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**Points awarded (of 10):** \_\_\_\_\_

**Question 2:** *Please describe your experience and knowledge of the broader CREW Network and CREW Foundation (e.g. attendance of convention and/or leadership summit attendance, use of crewbiz and the broader CREW Network, the availability of white papers etc.).*

<b>Weak (0-1 points)</b>	<b>Adequate (2-3 points)</b>	<b>Exceptional (4-5 points)</b>
<ul style="list-style-type: none"> <li>• Is unclear on the relationship to Network and has no knowledge of the offerings at Network level</li> </ul>	<ul style="list-style-type: none"> <li>• Is aware of CREW Network's opportunities and CREW Foundation</li> <li>• Expresses interest in becoming more involved with Network</li> </ul>	<ul style="list-style-type: none"> <li>• Provides specific examples of utilizing Network opportunities / tools</li> <li>• Attendance at a leadership summit / convention or participation in a CREW Network Board Hosted Call (or other CREW Network hosted event)</li> </ul>

**Points awarded (of 5):** \_\_\_\_\_

**Question 3:** *Please describe some of your experience and skill sets that would assist you in fulfilling your board duties (e.g. board experience, understanding of financials, strategic planning, management experience, volunteer experience)*

<b>Weak (0-1 points)</b>	<b>Adequate (2-5 points)</b>	<b>Exceptional (6-10 points)</b>
<ul style="list-style-type: none"> <li>• Lacks any background</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates excellence</li> </ul>

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<p>or skills that would be considered an asset to a director</p> <ul style="list-style-type: none"> <li>• Has a basic understanding of the skillset requirements</li> </ul>	<p>proficiency in at least one or two areas listed above</p>	<p>in three or more of the areas listed above</p>
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**Points awarded (of 10):** \_\_\_\_\_

**Question 4:** *What position do you currently hold in commercial real estate? Do you have a background in other commercial real estate fields?*

<b>Weak (0 points)</b>	<b>Adequate (1-2 points)</b>	<b>Exceptional (3 points)</b>
<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<ul style="list-style-type: none"> <li>• Is currently employed in commercial real estate and has been in the industry at minimal CREW Calgary bylaw requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Currently holds a position in a field of commercial real estate that CREW Calgary is looking to develop within the chapter's membership.               <ul style="list-style-type: none"> <li>• Has experience in more than one field of commercial real estate</li> <li>• Currently holds a management level position within their organization. Experience dealing with Strategic planning, budgeting, employee development; has direct reports.</li> </ul> </li> </ul>

**Points awarded (of 3):** \_\_\_\_\_

**Question 5:** *How comfortable are you tapping into your employer support or network to help with fund development, or other support of CREW Calgary's operations?*

<b>Weak (0 points)</b>	<b>Adequate (1 point)</b>	<b>Exceptional (3 points)</b>
<ul style="list-style-type: none"> <li>• No willingness to work on</li> </ul>	<ul style="list-style-type: none"> <li>• Shows willingness to</li> </ul>	<ul style="list-style-type: none"> <li>• Provides concrete</li> </ul>

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fund development	approach employer and network for funds and/or partnership opportunities <ul style="list-style-type: none"> <li>• Employer shows willingness and support for the candidate's participation in the CREW Calgary Board.</li> </ul>	examples of sponsorship / partnership opportunities they can access <ul style="list-style-type: none"> <li>• Employer is already a supporter of CREW through sponsorship or partnership opportunities.</li> </ul>
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**Points awarded (of 3):** \_\_\_\_\_

**Total points awarded (of 41):** \_\_\_\_\_

**Overall rating (1 to 10 points):** \_\_\_\_\_

**Additional Comments:**

\*Please note that this rubric will be one of the tools used by the Nominations Committee to assess candidates, in addition follow up interviews may also be completed by the Committee. The Slate of Nominees will be moved to the Board of Directors who must approve the slate for recommendation to the membership at the AGM.



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## CREW CALGARY POSITION DESCRIPTION

**Approved: September 13, 2013**

**Review Date:**

**Position:** Director

**Scope:** The Board of Directors is responsible for the governance of CREW Calgary as incorporated under the Societies Act in the Province of Alberta. The Board of Directors is accountable for the viability of the organization and for ensuring that its programs are effective and responsive to internal and external trends.

**Accountability:** Board of Directors and members

**Responsibilities:** The Director is responsible for:

1. Demonstrating commitment to the vision, mission and values of CREW Calgary
2. As a Board, developing a strategic plan, identifying strategic directions and key results and monitoring progress
3. As a Board, overseeing the evaluation of all CREW Calgary programs
4. As a Board, reviewing and approving financial aspects of the organization including annual budgets, expenditures outside authorized budgets, monthly reporting and annual audits
5. Promoting awareness and support for CREW Calgary which will grow and strengthen CREW Calgary
6. Supporting all decisions once they have been made by the Board
7. Acting in the best interest of the organization, maintaining confidentiality and avoiding conflicts of interest
8. Promoting and supporting fundraising initiatives
9. Attending the CREW Calgary Board meetings, monthly events and the organization's Annual General Meeting
10. Preparing for and participating in Board meetings by:
  - Suggesting appropriate agenda items
  - Reading pre-meeting materials and considering implications for decisions made
  - Participating actively in deliberations and decisions, bringing a long-term broad perspective
  - Exercising due diligence in all Board deliberations by seeking clarification and/or history of an issue
11. Giving appropriate notice of absence, including reason, to the Chair. Non attendance at more than 3 consecutive Board meetings without appropriate notice will cause the Board to review the Director's continued participation on the Board.
12. Participating on at least one committee as a Board liaison
13. Participating in CREW Network activities as time and financial resources permit
14. Participating in review and development of CREW Calgary Bylaws and policies, as required
15. Participating in succession planning of the Board
16. Being willing to participate in the performance review of any CREW Calgary staff, as required
17. Participating in the Board evaluation process

**Requirements:**

- A full member of CREW Calgary in good standing for 1 year
- Solid understanding of governance
- Knowledge of accountability requirements of stewardship
- Effective written and oral communication skills
- Strategic planning skills
- Creative thinking skills
- Knowledge of good financial management practices
- Demonstrated teambuilding skills



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- Participation in commercial real estate in the Calgary area
- Familiarity with current affairs which impact commercial real estate locally, nationally and internationally

**Term:** One 1- year with a maximum of 5 years on the Board



## **CREW CALGARY BOARD LIAISON DESCRIPTION**

**Approved:** October 27, 2016

**Position:** Board Liaison

**Scope:** The Board Liaison is a member of the Board who maintains the formal contact or connection between the Board of Directors and a specific Committee. Annually, Board Liaisons confirmed by the Board of Directors no later than its first meeting. Assignments are based on the Director's area expertise and area of interest as well as the requirements of the Board and the Committees from an operational perspective. The primary role of a Board Liaison is to facilitate communication between the Board of Directors and the Committee served.

**Accountability:** Board of Directors and the Committee served.

**Responsibilities:** The Board Liaison is responsible for:

1. Attending both Board meetings and the assigned Committee's meetings on a regular basis.
2. Obtaining from the Committee Chair(s) a list of proposed activities contemplated for the coming year and clarifying roles.
3. Joining the Committee listserv and google drive folder.
4. Carrying information, questions, and feedback between the two bodies at the request of those groups.
5. Considering and inquiring whether discussions that occur during meetings should be raised with the other group, even when the Board or Committee has not suggested a formal communication take place.
6. When sharing information, to be clear whether they are making a formal, requested communication from the other group or simply offering their personal observations and experience of the meetings they have attended.
7. Offering guidance around best practices.
8. Presenting agenda items at Board meetings and leading the discussion.
9. Reporting back to the Committee promptly, generally within one week, via telephone or email regarding the discussion and any action taken by the Board.
10. Distributing to the Committee Chair(s) copies of the Board of Directors approved minutes in a timely fashion and encouraging transparency and connectivity between Committee Actions and the Board's Strategic Plan.
11. Being alert to potential problems, e.g. Committee inactivity in execution of its goals or specific assignments, expenditures, delegation, succession planning etc. Notifying the President and/or the President Elect of problems if required.
12. Actively reaching out to help the Committee to be productive and organized, keeping in mind that the liaison serves as a facilitator and is not typically intended to participate in the Committee's work.
13. Providing guidance and assistance to Committee Chair(s) on preparation of Budgets.
14. Reviewing all important correspondence, budget proposals and reports.
15. Ensuring the standardized procedures are met for establishing/maintaining a Committee.
16. Ensuring the Committee is following the terms of reference within the scope of their mandates.
17. Encouraging the Committee Chair(s) to keep proper records and to forward appropriate documents to the succeeding Chair(s).
18. Being aware of calendar deadlines for submitting Committee board reports and items for newsletters etc.
19. Assisting Committee members to resolve committee-related conflicts or inter-committee conflicts such as process used to undertake work of the Committee, division of duties, understanding the scope of work conducted by the Committee.
20. Assisting the Committee Chair(s) in the recruitment of members to fill vacancies.

**Requirements:**

- Current member of the Board
- Solid understanding of CREW Calgary governance including policies and procedures and the Strategic Plan
- Effective written and oral communication skills
- Strategic planning skills
- Creative thinking skills
- Knowledge of good financial management practices and the CREW Calgary budget
- Demonstrated team building skills

**Term:** One 1- year with a maximum of 5 years on the Board

## **CREW CALGARY POSITION DESCRIPTION**

**Approved: January 21, 2016**

**Review Date:**

**Position: Secretary**

**Scope:** The focus of the Secretary positions of CREW Calgary is to create a corporate history of the organization through accurate documentation of activities, discussions and decisions of the organization.

**Accountability:** President and the Board of Directors

**Responsibilities:** In addition to the Director responsibilities, the Secretary is responsible for:

1. Maintaining accurate minutes of meetings, including attendance, all motions and decisions
2. Distributing minutes for the Board of Directors in a timely manner
3. Maintaining a record of Board agenda packages including approved and signed minutes
4. Maintaining a record of Board policies and procedures in the form of a manual as well as such files as needed to accurately and completely record the business and activities of the organization
5. Sending notices of all meetings as required in the Bylaws
6. Acting as a signing officer for cheques and other documents
7. Ensuring that CREW Calgary is appropriately insured
8. Ensuring by the prescribed date, corporate annual returns are signed and filed with corporate registries office.
9. Maintaining and keeping active Google Drive or other shared network in place.

**Skill Requirements:**

- Detail oriented
- Organized, with an ability to meet deadlines
- Ability to write concise, accurate minutes
- Effective verbal and written communications skills
- Proficient computer skills

**Term:** One 1-year term, with the opportunity to stand for election for a second consecutive 1-year term in this office

## **CREW CALGARY POSITION DESCRIPTION**

**Approved: January 21, 2016**

**Position:**                   **Treasurer**

**Scope:**                    The focus of the Treasurer position of CREW Calgary is to document and provide direction with regard to the financial management of the organization.

**Accountability:**        President and Board of Directors

**Responsibilities:**       In addition to the Director responsibilities, he Treasurer is responsible for:

1. Collecting membership dues and submitting the required portion to CREW Network on a timely basis
2. Checking the CREW mailbox regularly (at least once a month).
3. Receive all other monies payable to the organization and disburse funds upon authorization of the Board of Directors
4. Ensuring all monies are deposited in whatever bank, trust company, credit union or treasury branch as determined by the Board
5. Ensuring liability issues are presented to the Board in a timely manner
6. Properly accounting for the funds of the organization and keeping such records as may be directed by the Board and complying with the Societies Act
7. Presenting a written and verbal financial report at all meetings of the Board
8. Recommending a proposed budget to the Board with the necessary input from the CREW Calgary Committees
9. Coordinating the annual audit process
10. Presenting the audited financial statement of the organization at the Annual General Meeting
11. Acting as a signing officer with another officer for cheques and other documents
12. Compiling and submitting all required financial reports, statements and documents to appropriate Federal and Provincial governments and agencies
13. Recommending placement of excess funds.

**Requirements:**

- Bookkeeping or accounting experience
- Organized with the ability to meet deadlines
- Knowledge of and accountability for compliance of legislation and policies related to not-for-profit organizations
- Detail oriented
- Good verbal and written communication skills
- Proficient computer skills

**Term:**    One 1-year term, with the opportunity to stand for election for a second consecutive 1-year term in this office



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## CREW CALGARY POSITION DESCRIPTION

**Approved: September 13, 2013, Updated August 11, 2016**  
**Review Date:**

**Position:** President-Elect

**Scope:** The President-Elect of CREW Calgary is the second-ranking officer of the organization. At the end of a 1-year term as President-Elect, the individual in this role automatically becomes President of the organization. The President-Elect's efforts are directed to assisting the President in fulfilling the goals and objectives of the Board of Directors by providing continuity to established programs and formulating future programs for which the Board will take responsibility during her presidency.

**Accountability:** President and Board of Directors

**Responsibilities:** In addition to the Director responsibilities, the President Elect is responsible for:

1. Supporting and providing a back-up to the President in leading the organization
2. Becoming familiar with the responsibilities of the presidency
3. Working closely with the President on existing and future projects to ensure a smooth transition from one year to the next
4. Performing the duties of the President in the absence or incapacity of the President and shall serve as President during the remainder of the term should the office of President become vacant
5. Acting as a CREW Network Delegate as designated by the Board
6. Acting as a signing officer for cheques and other documents
7. Acting as a member of Nominating Committee
8. Accepting responsibilities as delegated by the President, such as representing the President at meetings, and any other duties as appropriate to the presidency

### **Requirements:**

- Must have been a full CREW Calgary member in good standing for a minimum of two consecutive years and have served a minimum of one 1-year term on the Board of Directors, with preference given to those serving on the current Board.
- Solid understanding of and experience in governance
- Demonstrated leadership skills
- Public speaking skills
- Financial management experience
- Strategic planning skills
- Above average written and oral communication skills
- Demonstrated success in relationship/team building
- Knowledge or experience in fund development
- Knowledge of legal and risk management issues
- Ability to actively participate in CREW Network

**Term:** One 1-year term