



INFORMATION BULLETIN

Bulletin No: 12/27

Date: April 5, 2013

To: All Minor Hockey Associations
All League Presidents (Senior Male/Female, Junior)
Senior Male/Female Teams
Junior A, B & C Teams
Board of Directors
All Hockey Alberta Councils

From: Bob Clark
Hockey Alberta Nominating Committee Chairperson

SUBJECT: Nomination Process for Hockey Alberta Board of Directors

The Hockey Alberta membership approved new Bylaws at the 2012 Annual General Meeting. The new Board of Directors of Hockey Alberta now has 8 positions, 6 of which are elected. The six elected positions include the Chair of the Board, Vice Chair of the Board, Finance Director, Director of Operations, and two Directors (at Large). The Past Chair Position (previous Chair of the Board) and Executive Director (Staff hired by the Board of Directors) are not elected.

The following Board of Director Positions' are open for election at the 2013 Hockey Alberta Annual General Meeting in Red Deer June 16, 2013.

- Chair of the Board
- Vice Chair of the Board

Please see the attached process and key dates for your information. Also attached is the Nomination/Application form. Job Descriptions for the positions up for election as well as at Large Board of Director Position have been attached to this memorandum.

All Nominations should be received by the Nominating Committee Chair by May 6, 2013, contact information below.

Bob Clark
Nominating Committee Chair
P.O. Box 533
Carstairs, AB T0M 0N0
Email: rcclark@winware.com
Phone: (403) 337-3168

NOMINATION PROCESS

- April 5, 2013 Information on the Nomination process will be circulated by Bulletin and to Zone meetings to advise members of the process and requirements to be considered a candidate.
- May 6, 2013 Nomination deadline. All nominations must include all necessary paper work per the nomination process or they shall not be considered. Information will be submitted to the Nominating Committee Chair.
- May 17, 2013 Nominating Committee Chair works with members of the Nominating Committee to review the list of candidates and their eligibility.
- Nominating Committee Chair recommends to the Board a list of nominees to put forward based on criteria.
- May 24, 2013 List of nominees sent to Membership electronically.
- June 14, 2013 Nominees with a fully completed Nomination Form can still be accepted from the floor for the position(s) on this date.
- On the Friday night of the AGM, all Nominees will be given the opportunity to speak to support their Nomination for position on the Board of Directors.
- June 16, 2013 Elections during the Annual General Meeting (AGM).

APPOINTMENT OF THE NOMINATING COMMITTEE

The Chair of the Board shall appoint the Nominating Committee Chair on an annual basis and no later than December 1 of each year, but may not be a member of the Board. The Board Chair and Nominating Committee Chair shall approve additional committee members, one whom shall be a Board member who is not seeking election for any Board position in that year.

JOB DESCRIPTION

Chair, Hockey Alberta

SECTION 1: IDENTIFICATION INFORMATION

	Title
Job:	Chair
Accountability to:	The Members, Hockey Alberta

SECTION 2: JOB SUMMARY

The Chair is accountable for the overall performance of Hockey Alberta. This includes working within the Board's Framework governance, Board self-governance, Operational governance, and advocacy functions while achieving the required outcomes with time spans of up to 10 years.

The Chair is accountable to the Board of Hockey Alberta and its members. The Chair operates within the context and prescribed limits established by Hockey Alberta's Board policy governance framework.

SECTION 3: JOB SPECIFIC ACCOUNTABILITIES

The following are the primary accountabilities:

1.	Advocacy for the organization
2.	Management and mitigation of risk
3.	Working knowledge of Hockey Alberta's strategic plan
4.	Fulfill fiduciary duties to the organization
5.	Knowledge of the organization's fundamental structure
6.	Develops and approves the organization's strategic plan
7.	Appoint Committee Chairs
8.	Chair Meetings
9.	Maintain relationship with national body and other branches
10.	Leads Executive Director Evaluation Process
11.	Represents the branch (or designates alternate) at national and regional meetings

SECTION 4: JOB SPECIFIC AUTHORITIES

The following are the primary authorities:

1.	Policy: development; implementation; management; and change
2.	Approve the organization's strategic plan
3.	Financial planning
4.	Approval of and changes to the regulations

5.	Hire the Executive Director
6.	Organizes and coordinates board orientation meeting
7.	Implements annual Board member performance review
8.	Can assume Executive Director's administrative responsibilities in absence or sudden departure
9.	Rule on conflicts of interest
10.	Shall preside and chair all meetings of the Members of Hockey Alberta, the Board and Registration Committee
11.	Shall represent Hockey Alberta at all Hockey Canada meetings
12.	Shall be an ex-official member of all Committees
13.	Shall call all meetings of the Board at such time and place as may be required from time to time to transact the business of Hockey Alberta
14.	Shall have the power to discipline any Player, Coach, Manager, Trainer, Stick – boy, Referee, Linesman or Hockey Team for unseemly conduct on or off the ice or for a breach of the Rules and Regulations, subject always to the right of Appeal as hereinafter provided
15.	Shall have the power to discipline any member for any reason which, in the sole discretion of the Chair, is sufficient, subject always to the right of Appeal as hereinafter provided.

SECTION 5: JOB SPECIFIC REQUIREMENTS

The following are the primary requirements:

1.	Possesses strong communication skills (including verbal, written, interpersonal, 'people' and public speaking)
2.	Takes critical thinking approach to problem solving
3.	Fiscal management skills
4.	Business knowledge and experience
5.	Previous Board experience would be an asset
6.	Knowledge/Training/Education <ul style="list-style-type: none"> - Risk management knowledge - Strategic planning and business planning
7.	Technical Skills <ul style="list-style-type: none"> - Broad knowledge of Board governance
8.	Behavioral Expectations (See Appendix A) <ul style="list-style-type: none"> - Takes Ownership - Takes Initiative - Focuses on Continuous Improvement - Adapts to Change - Acts with Integrity - Collaborates with Others - Makes Strategic Decisions - Communicates with Skill - Understands the Hockey Environment - Leads through Adversity - Inspires Achievement

Appendix A - Behavioral Expectations for Board of Directors

Board Members

All members of the Board of Directors are accountable for applying their skills in order to demonstrate the following behaviors:

Purpose	<p>Takes Ownership</p> <ul style="list-style-type: none"> ▪ Words and actions demonstrate an understanding of the link between their own accountabilities and how they contribute to Hockey Alberta’s performance ▪ Works to meet or exceed internal and external customers' expectations ▪ Exercises good judgment in completing tasks ▪ Achieves objectives on time and to defined standards <p>Takes Initiative</p> <ul style="list-style-type: none"> ▪ Solves problems and meets objectives before being asked to do so ▪ Acquires and uses technical, procedural, and professional information and skills to accomplish results within the context and prescribed limits set by the Board ▪ Advises Board when and why they are not able to complete objectives or if they are able to take on more
Process	<p>Focuses on Continuous Improvement</p> <ul style="list-style-type: none"> ▪ Continuously looks for and advocates for opportunities to improve, streamline processes, increase efficiency, reduce waste and improve results ▪ Looks for what can be learned from mistakes and missed opportunities ▪ Actively seeks opportunities to increase knowledge and skills ▪ Consistently open to feedback <p>Adapts to Change</p> <ul style="list-style-type: none"> ▪ Responds to change with an open attitude and a willingness to learn new ways to accomplish work activities and objectives ▪ Sees the merits of different approaches to accomplishing work activities ▪ Engages in change initiatives by considering all communication and providing input when needed
Performance	<p>Acts with Integrity</p> <ul style="list-style-type: none"> ▪ Behaviors and messages are consistent – “walks the talk” ▪ Acts ethically, safely, and in a compliant manner, regardless of how difficult that may be ▪ Trustworthy, fair, and able to keep confidences ▪ Brings forward situations thought to be inappropriate or inconsistent with Hockey Alberta’s policies and values ▪ Creates a respectful environment where ideas are challenged and people feel trusted and safe <p>Collaborates with Others</p> <ul style="list-style-type: none"> ▪ Works harmoniously with others to accomplish Hockey Alberta’s objectives ▪ Actively listens to and openly communicates with others ▪ Manages emotions and acts with tact and diplomacy, even in challenging circumstances

Board of Directors - Behavioral Expectations

Purpose	<p>Makes Strategic Decisions</p> <ul style="list-style-type: none"> ▪ Actively participates in the development of Hockey Alberta’s strategy and Long Term Plan and uses it as a guide for decision-making ▪ Conducts complex analysis easily and in a timely manner ▪ Understands whom to engage and when to improve decision quality ▪ Makes decisions comfortably when not all information is available, there is significant ambiguity, and/or abstract concepts involved <p>Communicates with Skill</p> <ul style="list-style-type: none"> ▪ Delivers complex messages simply and effectively via multiple media ▪ Adjusts communication style and focus to ensure maximum impact on diverse audiences and retention of key messages ▪ Credible, dynamic and engaging speaker and skillful negotiator ▪ Ensures the right message to the right audience at the right time
Process	<p>Understands the Hockey Environment</p> <ul style="list-style-type: none"> ▪ Understands how Hockey Alberta achieves results through safe, ethical and environmentally responsible operations ▪ Recognizes how Hockey Alberta fits into hockey in Canada and the external business environment ▪ Seeks knowledge and opportunities to continuously enhance skills ▪ Highly developed with deep, comprehensive understanding about how the different functions at Hockey Alberta support and enable the overall success of the organization <p>Leads through Adversity</p> <ul style="list-style-type: none"> ▪ Proactively identifies areas of concern in Hockey Alberta and leads mitigating efforts ▪ Uses reflection and good judgment to determine when to take the lead – “thinks like a person of action but acts like a person of thought” ▪ Builds confidence and competence within the Board of Directors in times of adversity or uncertainty
Performance	<p>Inspires Achievement</p> <ul style="list-style-type: none"> ▪ Identifies great talent and develops diverse, high-performing, and motivated Board members that work together to deliver results ▪ Ensures an appropriate balance between resources assigned and results expected ▪ Coaches, and takes accountability for the outcomes ▪ Visionary leader with the ability to rally Hockey Alberta around a common goal

JOB DESCRIPTION

Vice Chair, Hockey Alberta

SECTION 1: IDENTIFICATION INFORMATION

	Title
Job:	Vice Chair
Accountability to:	Chair, Hockey Alberta

SECTION 2: JOB SUMMARY

The Vice Chair is accountable for the overall performance of Hockey Alberta. This includes working within the Board's Framework governance, Board self-governance, Operational governance, and advocacy functions while achieving the required outcomes with time spans of up to 10 years.

The Vice Chair is accountable to the Board of Hockey Alberta and its members. The Chair operates within the context and prescribed limits established by Hockey Alberta's Board policy governance framework.

SECTION 3: JOB SPECIFIC ACCOUNTABILITIES

The following are the primary accountabilities:

1.	Advocacy for the organization
2.	Management and mitigation of risk
3.	Working knowledge of Hockey Alberta's strategic plan
4.	Fulfill fiduciary duties to the organization
5.	Knowledge of the organization's fundamental structure
6.	Develops and approves the organization's strategic plan
7.	In absence of Chair, Vice Chair takes on accountabilities of Chair

SECTION 4: JOB SPECIFIC AUTHORITIES

The following are the primary authorities:

1.	Policy: development; implementation; management; and change
2.	Approve the organization's strategic plan
3.	Financial planning
4.	Approval of and changes to the regulations
5.	Hire the Executive Director
6.	In absence of Chair, Vice Chair takes on authorities of Chair

SECTION 5: JOB SPECIFIC REQUIREMENTS

The following are the primary requirements:

1.	Possesses Communication skills (including verbal, written, interpersonal, 'people' and public speaking)
2.	Takes critical thinking approach to problem solving
3.	Fiscal management skills
4.	Business knowledge and experience
5.	Previous Board experience would be an asset
6.	Knowledge/Training/Education <ul style="list-style-type: none"> - Risk management knowledge - Strategic planning and business planning
7.	Technical Skills <ul style="list-style-type: none"> - Broad knowledge of Board governance
8.	Behavioral Expectations (See Appendix A) <ul style="list-style-type: none"> - Takes Ownership - Takes Initiative - Focuses on Continuous Improvement - Adapts to Change - Acts with Integrity - Collaborates with Others - Makes Strategic Decisions - Communicates with Skill - Understands the Hockey Environment - Leads through Adversity - Inspires Achievement

Appendix A - Behavioral Expectations for Board of Directors

Board Members

All members of the Board of Directors are accountable for applying their skills in order to demonstrate the following behaviors:

Purpose	<p>Takes Ownership</p> <ul style="list-style-type: none"> ▪ Words and actions demonstrate an understanding of the link between their own accountabilities and how they contribute to Hockey Alberta’s performance ▪ Works to meet or exceed internal and external customers' expectations ▪ Exercises good judgment in completing tasks ▪ Achieves objectives on time and to defined standards <p>Takes Initiative</p> <ul style="list-style-type: none"> ▪ Solves problems and meets objectives before being asked to do so ▪ Acquires and uses technical, procedural, and professional information and skills to accomplish results within the context and prescribed limits set by the Board ▪ Advises Board when and why they are not able to complete objectives or if they are able to take on more
Process	<p>Focuses on Continuous Improvement</p> <ul style="list-style-type: none"> ▪ Continuously looks for and advocates for opportunities to improve, streamline processes, increase efficiency, reduce waste and improve results ▪ Looks for what can be learned from mistakes and missed opportunities ▪ Actively seeks opportunities to increase knowledge and skills ▪ Consistently open to feedback <p>Adapts to Change</p> <ul style="list-style-type: none"> ▪ Responds to change with an open attitude and a willingness to learn new ways to accomplish work activities and objectives ▪ Sees the merits of different approaches to accomplishing work activities ▪ Engages in change initiatives by considering all communication and providing input when needed
Performance	<p>Acts with Integrity</p> <ul style="list-style-type: none"> ▪ Behaviors and messages are consistent – “walks the talk” ▪ Acts ethically, safely, and in a compliant manner, regardless of how difficult that may be ▪ Trustworthy, fair, and able to keep confidences ▪ Brings forward situations thought to be inappropriate or inconsistent with Hockey Alberta’s policies and values ▪ Creates a respectful environment where ideas are challenged and people feel trusted and safe <p>Collaborates with Others</p> <ul style="list-style-type: none"> ▪ Works harmoniously with others to accomplish Hockey Alberta’s objectives ▪ Actively listens to and openly communicates with others ▪ Manages emotions and acts with tact and diplomacy, even in challenging circumstances

Board of Directors - Behavioral Expectations

Purpose	<p>Makes Strategic Decisions</p> <ul style="list-style-type: none"> ▪ Actively participates in the development of Hockey Alberta’s strategy and Long Term Plan and uses it as a guide for decision-making ▪ Conducts complex analysis easily and in a timely manner ▪ Understands whom to engage and when to improve decision quality ▪ Makes decisions comfortably when not all information is available, there is significant ambiguity, and/or abstract concepts involved <p>Communicates with Skill</p> <ul style="list-style-type: none"> ▪ Delivers complex messages simply and effectively via multiple media ▪ Adjusts communication style and focus to ensure maximum impact on diverse audiences and retention of key messages ▪ Credible, dynamic and engaging speaker and skillful negotiator ▪ Ensures the right message to the right audience at the right time
Process	<p>Understands the Hockey Environment</p> <ul style="list-style-type: none"> ▪ Understands how Hockey Alberta achieves results through safe, ethical and environmentally responsible operations ▪ Recognizes how Hockey Alberta fits into hockey in Canada and the external business environment ▪ Seeks knowledge and opportunities to continuously enhance skills ▪ Highly developed with deep, comprehensive understanding about how the different functions at Hockey Alberta support and enable the overall success of the organization <p>Leads through Adversity</p> <ul style="list-style-type: none"> ▪ Proactively identifies areas of concern in Hockey Alberta and leads mitigating efforts ▪ Uses reflection and good judgment to determine when to take the lead – “thinks like a person of action but acts like a person of thought” ▪ Builds confidence and competence within the Board of Directors in times of adversity or uncertainty
Performance	<p>Inspires Achievement</p> <ul style="list-style-type: none"> ▪ Identifies great talent and develops diverse, high-performing, and motivated Board members that work together to deliver results ▪ Ensures an appropriate balance between resources assigned and results expected ▪ Coaches, and takes accountability for the outcomes ▪ Visionary leader with the ability to rally Hockey Alberta around a common goal

JOB DESCRIPTION

Director, Hockey Alberta

SECTION 1: IDENTIFICATION INFORMATION

	Title
Job:	Director
Accountability to:	Chair, Hockey Alberta

SECTION 2: JOB SUMMARY

The Director is accountable for [major functions] of Hockey Alberta. This includes working within the Board's Framework governance, Board self-governance, Operational governance, and advocacy functions while achieving the required outcomes with time spans of up to 5 years.

The Director is accountable to the Board/Chair of Hockey Alberta and operates within the context and prescribed limits established by Hockey Alberta's Board policy governance framework.

SECTION 3: JOB SPECIFIC ACCOUNTABILITIES

The following are the six (6) primary accountabilities:

1.	Advocacy for the organization
2.	Management and mitigation of risk
3.	Working knowledge of Hockey Alberta's strategic plan
4.	Fulfill fiduciary duties to the organization
5.	Knowledge of the organization's fundamental structure
6.	Develops and approves the organization's strategic plan

SECTION 4: JOB SPECIFIC AUTHORITIES

The following are the five (5) primary authorities:

7.	Policy: development; implementation; management; and change
8.	Approve the organization's strategic plan
9.	Financial planning
10.	Approval of and changes to the regulations
11.	Hire the Executive Director

SECTION 5: JOB SPECIFIC REQUIREMENTS

The following are the seven (7) primary requirements:

1.	Possesses Communication skills (including verbal, written, interpersonal, 'people' and public speaking)
2.	Takes critical thinking approach to problem solving
3.	Fiscal management skills
4.	Business knowledge and experience
5.	Knowledge/Training/Education <ul style="list-style-type: none"> - Risk management knowledge - Strategic planning and business planning
6.	Technical Skills <ul style="list-style-type: none"> - Broad knowledge of Board governance
7.	Behavioral Expectations (See Appendix A) <ul style="list-style-type: none"> - Takes Ownership - Takes Initiative - Focuses on Continuous Improvement - Adapts to Change - Acts with Integrity - Collaborates with Others - Makes Strategic Decisions - Communicates with Skill - Understands the Hockey Environment - Leads through Adversity - Inspires Achievement

Appendix A - Behavioral Expectations for Board of Directors

Board Members

All members of the Board of Directors are accountable for applying their skills in order to demonstrate the following behaviors:

Purpose	<p>Takes Ownership</p> <ul style="list-style-type: none"> ▪ Words and actions demonstrate an understanding of the link between their own accountabilities and how they contribute to Hockey Alberta’s performance ▪ Works to meet or exceed internal and external customers' expectations ▪ Exercises good judgment in completing tasks ▪ Achieves objectives on time and to defined standards <p>Takes Initiative</p> <ul style="list-style-type: none"> ▪ Solves problems and meets objectives before being asked to do so ▪ Acquires and uses technical, procedural, and professional information and skills to accomplish results within the context and prescribed limits set by the Board ▪ Advises Board when and why they are not able to complete objectives or if they are able to take on more
Process	<p>Focuses on Continuous Improvement</p> <ul style="list-style-type: none"> ▪ Continuously looks for and advocates for opportunities to improve, streamline processes, increase efficiency, reduce waste and improve results ▪ Looks for what can be learned from mistakes and missed opportunities ▪ Actively seeks opportunities to increase knowledge and skills ▪ Consistently open to feedback <p>Adapts to Change</p> <ul style="list-style-type: none"> ▪ Responds to change with an open attitude and a willingness to learn new ways to accomplish work activities and objectives ▪ Sees the merits of different approaches to accomplishing work activities ▪ Engages in change initiatives by considering all communication and providing input when needed
Performance	<p>Acts with Integrity</p> <ul style="list-style-type: none"> ▪ Behaviors and messages are consistent – “walks the talk” ▪ Acts ethically, safely, and in a compliant manner, regardless of how difficult that may be ▪ Trustworthy, fair, and able to keep confidences ▪ Brings forward situations thought to be inappropriate or inconsistent with Hockey Alberta’s policies and values ▪ Creates a respectful environment where ideas are challenged and people feel trusted and safe <p>Collaborates with Others</p> <ul style="list-style-type: none"> ▪ Works harmoniously with others to accomplish Hockey Alberta’s objectives ▪ Actively listens to and openly communicates with others ▪ Manages emotions and acts with tact and diplomacy, even in challenging circumstances

Board of Directors - Behavioral Expectations

Purpose	<p>Makes Strategic Decisions</p> <ul style="list-style-type: none"> ▪ Actively participates in the development of Hockey Alberta’s strategy and Long Term Plan and uses it as a guide for decision-making ▪ Conducts complex analysis easily and in a timely manner ▪ Understands whom to engage and when to improve decision quality ▪ Makes decisions comfortably when not all information is available, there is significant ambiguity, and/or abstract concepts involved <p>Communicates with Skill</p> <ul style="list-style-type: none"> ▪ Delivers complex messages simply and effectively via multiple media ▪ Adjusts communication style and focus to ensure maximum impact on diverse audiences and retention of key messages ▪ Credible, dynamic and engaging speaker and skillful negotiator ▪ Ensures the right message to the right audience at the right time
Process	<p>Understands the Hockey Environment</p> <ul style="list-style-type: none"> ▪ Understands how Hockey Alberta achieves results through safe, ethical and environmentally responsible operations ▪ Recognizes how Hockey Alberta fits into hockey in Canada and the external business environment ▪ Seeks knowledge and opportunities to continuously enhance skills ▪ Highly developed with deep, comprehensive understanding about how the different functions at Hockey Alberta support and enable the overall success of the organization <p>Leads through Adversity</p> <ul style="list-style-type: none"> ▪ Proactively identifies areas of concern in Hockey Alberta and leads mitigating efforts ▪ Uses reflection and good judgment to determine when to take the lead – “thinks like a person of action but acts like a person of thought” ▪ Builds confidence and competence within the Board of Directors in times of adversity or uncertainty
Performance	<p>Inspires Achievement</p> <ul style="list-style-type: none"> ▪ Identifies great talent and develops diverse, high-performing, and motivated Board members that work together to deliver results ▪ Ensures an appropriate balance between resources assigned and results expected ▪ Coaches, and takes accountability for the outcomes ▪ Visionary leader with the ability to rally Hockey Alberta around a common goal