



Atlantic Canada's Collective For Emerging Leaders

Terms of Reference
June 2019



FOUNDING MEMBERS' WELCOME

We would like to extend our deepest gratitude to the many individuals who volunteered their time, insights, and support to the development of the enclosed Terms of Reference. A special thanks to the Canadian Credit Union Association (CCUA) for being a catalyst for engagement among emerging credit union leaders in Atlantic Canada, as well as Atlantic Central and League Data for their guidance, insight and encouragement along the way.

We also wish to pay tribute to our peers across Canada, who continue to demonstrate the collective impact of emerging leaders within credit unions and their communities. For more than a decade, projects and initiatives led by emerging leaders have made an impact in the Canadian Credit Union system. Programs established at the national, provincial, and organizational levels are providing the next generation of leaders with the opportunities to develop leadership capacity, knowledge and connections. Our hope for ACCEL is to establish a new, sustainable model for emerging leader engagement with benefits anchored at the intersection of culture and cooperation.

For close to a decade, Canadian Credit Union CEOs have indicated *the identification of future leaders* as a major concern for the future of the system. Like many Canadian enterprises, credit unions are engaged in a 'war on talent'. The ability of credit unions to effectively recruit, train, engage and support the upward mobility of emerging leaders is as critical for the credit unions of tomorrow as it is to the member experiences we deliver today.

Despite the presence of emerging leaders at every credit union in Atlantic Canada, connectivity, collaboration and creative exchanges among and between emerging leaders requires development. At its core, ACCEL is committed to contributing to system conversations, system work and system culture. We are prepared to leave behind our individual banners to focus on solutions that can be applied universally to benefit our businesses, our members and our communities.

This is an invitation for credit union leaders and system partners to press reset on the current approach to emerging leaders. Engagement must go beyond attendance and observation to leveraging the skills, competencies and experiences available. Our promise is to contribute meaningfully, learn continually and work respectfully alongside those who have carried the torch before us. We are committed to one another and to our collective success. We look forward to the hard work in front of us.

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THE ACCEL VISUAL IDENTITY

Inspired by the known fast forward icon, ACCEL's four arrows point east and represent each participating province. While their equal size is a symbol for shared influence, the space between them recognizes circumstances that stand in the way of a one-size-fits-all approach. The "L", for "Leaders", becomes a forward-facing arrow, attributing ownership and accountability of our collective success to the individuals involved. The charcoal colour denotes the space between "black and white", representing creative, out-of-the-box thinking and system collaboration. The four shades of blue represent the Atlantic Ocean and the waves of constant change.



VALUE PROPOSITION

ACCEL is a human capital partner of the Atlantic Credit Union system. An independently operated resource, ACCEL is the primary mechanism for system leaders to access a vast network of skilled emerging leaders, and for emerging leaders to access one another. The result is an increase in system capacity and collaboration, as well as opportunities for professional and leadership growth.

ACCEL VISION

A culture of innovation and inclusion in the Atlantic Canadian Credit Union system.

ACCEL MISSION

To attract and engage emerging credit union leaders by providing a peer network, system knowledge, access, and opportunities to provide system-level influence.

The ACCEL Terms of Reference will be reviewed and amended in 2020. At that time, the Terms of Reference will be finalized as a permanent framework.



ISSUES THAT NEED ACCEL'S ENERGY

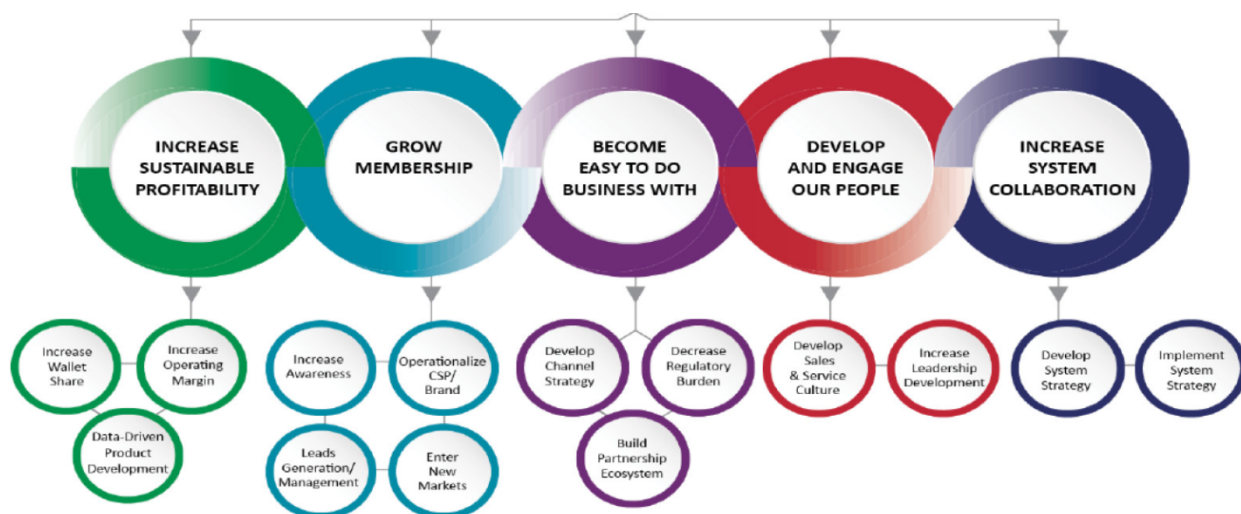
There are current challenges in the system that can be addressed with ACCEL as the mechanism for access and collaboration. The following challenges have been identified as being relevant to ACCEL's mission:

1. System collaboration and connectivity among non-executive credit union employees.
2. Retention and engagement of emerging leaders.
3. Underutilization of emerging leaders' subject matter expertise at a system level.
4. System strategies are designed without the first-voice perspective of emerging leaders
5. Evolving member expectations and satisfaction levels.

AREAS OF FOCUS

By focusing on the above challenges, ACCEL will strategically align with the Atlantic Credit Union Strategy in three core areas:

1. Build Partnership Ecosystem (within "Become Easy to do Business With")
2. Develop and engage our people
3. Develop System Strategy (within "Increase System Collaboration") specific to emerging leaders





STRUCTURE (Leadership Team)

ACCEL is committed to a simple structure and governance framework to ensure focus remains aligned on key priorities. Approximately 6-10 individuals will assume key roles on the ACCEL Leadership Team. Terms will range from 2-3 years, depending on the individual moving into the role and ensuring a retention rate of greater than 50 per cent.

To ensure regional representation of the leadership team, each of the following regions must be represented on the ACCEL Leadership Team: Newfoundland and Labrador, Prince Edward Island, Nova Scotia and New Brunswick.

The ACCEL Leadership Team is a working group and, as such, requires members to maintain and/or lead a portfolio of work. Team Leads will oversee committees to further engagement from general membership, as well as to ensure succession planning for future years.

General membership will elect functional “leads” in areas including Communications, Marketing, Member Relations, Finance, Administration, Events, Professional Development and others as required. Functional Leads will elect the Chair from its own group to ensure previous experience, system exposure and future commitment.

The Chair of ACCEL will be an individual with experience in project and relationship management, with a minimum of three years’ experience in the credit union system. The Chair will lead monthly meetings in addition to in-person sessions twice annually. The Chair is the liaison between ACCEL and system partners including CCUA, Atlantic Central, League Data and others, and actively represents ACCEL’s membership at the system level.

Each member of the ACCEL Leadership Team commits approximately 5% (100 hours) of their time, annually, to the following:

- Leading and supporting ACCEL projects and initiatives, such as the “DNA of an Emerging Leader” project, peer mentorship, innovation hub webinars and more.
- Actively participating in monthly conference calls and in-person sessions. Members will provide adequate notice to Chair when participation is not possible, ensuring responsibilities are fulfilled and shared with the remaining Leadership Team to ensure continued momentum and progress.
- Actively promoting ACCEL within their credit union and region, encouraging emerging leaders to register and leverage the available network and opportunities available.
- Solicit feedback from peers and colleagues across the credit union system on the impact of ACCEL initiatives, reporting back to Leadership Team during monthly calls.



GENERAL MEMBERSHIP

ACCEL welcomes high-potential, non-executive credit union system employees who are committed to system sustainability and leadership development. Membership will be open to any credit union system employee in good standing, who self-identifies as an emerging leader with a minimum of 12 months' experience in the credit union system. ACCEL recognizes that emerging leaders arrive in the system at a variety of life and career stages. Therefore, ACCEL membership is intentionally *not* defined by age.

Individuals who are interested in becoming a member of ACCEL will be required to complete a formal application process to be added to ACCEL's "human library" resource:

- Name
- Role
- Credit Union
- Years' experience in the CU system (1-5, 5-10, 10-15, 15+)
- Training & Education
- Core competencies
- Areas of interest
- LinkedIn account
- Sponsor (CEO / Credit Union Executive)

ACCEL members will receive confirmation of enrollment along with an invoice for payment. Upon receipt of payment, an onboarding package will be delivered to new members.

ACCEL members will be required to contribute 20 hours to the ACCEL time share program. This may involve committee work led by the ACCEL Leadership Team, participating on projects, conducting research, attending meetings, coordinating events or more. Time will be recorded for each participant throughout the year to recognize top contributors while ensuring all members have fulfilled their membership commitment.

ACCEL members have the opportunity to put their name forward as a functional lead, as part of the ACCEL Leadership Team. Each ACCEL member votes on any functional lead elections. If only one candidate runs, the individual will automatically assume the role.



MEETINGS & ADMINISTRATION

The following schedule provides an estimated number of meetings throughout the calendar year for ACCEL Leadership Team (LT) Members, as well as general membership (ALL).

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|---------------------------|---|-----|
| • Monthly Conference Call | 1 st Wednesday of the month (2 hours) | LT |
| • Quarterly Webinar | 1 st month, 2 nd Thursday of each quarter | ALL |
| • Spring in-person | Leadership Team Annual Session | LT |
| • Fall in-person | Annual Conference, training, celebration | ALL |

Administration

The Administrative Lead is responsible to ensure all non-annual calls, webinars and meetings are scheduled, recorded and reported back to the general membership within seven days of being held.

Quorum

A quorum of the committee is a majority of the number of members currently on the committee. If the quorum for a meeting is not present within 15 minutes of the time fixed for the commencement of the meeting, the meeting may proceed without a quorum but no voting or decision-making may take place.

FUNDING MODEL

For every member of ACCEL, an annual membership fee will be collected at the time of registration and billed annually on the members' anniversary. Membership dues will be directed toward operational costs as well as events, development opportunities and an annual CUA National Conference scholarship.

First-time ACCEL members receive a leadership-inspired gift upon registration. Additional benefits are currently being investigated and may range from training to ACCEL merchandise.

A request for support will be submitted to Atlantic Central and League Data on an annual basis. Events, conferences and training may be sponsored or subsidized separately.

Unless otherwise specified, costs associated with ACCEL activities are the responsibility of the member and their respective credit union.



MILESTONES

The ACCEL Executive Team will deliver the following reports, annually:

- Annual Plan (Chair) and Budget (Lead – Finance)
- Quarterly Report of Activity (All)
- Annual Report (Chair, with inputs from All)
- Membership Report (Lead – Member Relations)

ACCEL strives to achieve the following in its first two years of operation:

Year	Key Activities
2019	<ul style="list-style-type: none">• Finalize ACCEL funding model• Finalize Leadership Team Structure• Establish partnerships with League Data, Atlantic Central• Prepare (September)• Communicate (October)• Soft Recruitment (November)
2020	<ul style="list-style-type: none">• Recruitment & Onboarding (January – onward)• ACCEL Launch (Spring)• Formulation of Committees• ACCE<i>Lerate</i> Conference (Fall)• Brand introduced at CCUA National Conference• End-of-year report• Update to Terms of Record