
Director Orientation and Professional Development

The Governance and Human Resources Committee, with the assistance of management, ensures that there is an orientation process for new Directors.

1. Goals

The goals of the orientation process are to:

- a) ensure that each new Director fully understands CLBC's formal governance structure, the role of the Board, its supporting Committees, and the expectations in respect of individual performance as set out in the Director Position Description;
- b) help each new Director build an understanding of CLBC, its operations and working environment including:
 - i) its strategic goals and initiatives;
 - ii) summary details of its principal assets, liabilities, significant commitments;
 - iii) its structure;
 - iv) summary of major stakeholders and relationships;
 - v) its major risks and risk management strategy;
 - vi) key performance indicators;
 - vii) any operational or financial constraints imposed by legislation or otherwise;
 - viii) the Code of Conduct, including conflict of interest and confidentiality policies;
- c) build a link with the individuals who make up CLBC, including:
 - i) opportunities to meet and get to know fellow Directors;
 - ii) meetings with management;
 - iii) visits to CLBC's office to meet employees; and
- d) build an understanding of CLBC's main relationships, including those with individuals, service providers and other stakeholders.

2. Written Material

The orientation will include a comprehensive set of written briefing materials including:

- a) the Board Governance Manual;

- b) the most recent strategic plan, operating plan, service plan and annual report;
- c) details of any major litigation or disputes involving CLBC;
- d) minutes from the previous year’s Board meetings;
- e) a schedule of dates for upcoming Board meetings and Committee meetings; and
- f) minutes from the previous year’s Committee meetings for any Committee that the Director will be joining.

3. Process for New Directors

Each new Director is expected to participate in an initial orientation session.

The Governance and Human Resources Committee will ensure that arrangements are made for the orientation session for a new Director. The session will be scheduled as soon as possible after his/her appointment takes effect.

4. Professional Development

The Board is committed to ongoing professional development for Directors.

The Board will identify professional development opportunities for Directors to be provided throughout the year.

If a Director wishes to take advantage of a professional development opportunity not previously identified by the Board, and seeks reimbursement from the Board for expenses related to the opportunity, the Director must obtain the prior approval from the Board Chair.

5. Orientation Schedule

Month One:

| Who | Action | Date | Done |
|---------------|--|------|------|
| Board Chair | Send welcome letter to new Director | | |
| Board Liaison | Send materials to new Director: <ul style="list-style-type: none"> • Board Governance Manual • notice of upcoming Board meeting and draft minutes • current strategic plan, operating plan and service plan • minutes of Board meetings for previous year • details of any major litigation or disputes | | |

| Who | Action | Date | Done |
|----------------------------|--|------|------|
| | <p>involving CLBC</p> <ul style="list-style-type: none"> • schedule of dates for upcoming Board meetings • minutes from the previous year's Committee meetings for any Committee that the Director will be recommended for <p>Request from new Director:</p> <ul style="list-style-type: none"> • Code of Conduct and Business Ethics Declaration • photograph and personal biography, completed payroll forms, etc. <p>Review with new Director:</p> <ul style="list-style-type: none"> • governance framework and Board policies • legislative structure | | |
| Board Chair | <p>Meeting with new Director to discuss:</p> <ul style="list-style-type: none"> • Board operations • performance expectations and appraisals • major issues • proposed Committee assignment • Board agenda template, Board package, practices at Board meetings, etc. • division of responsibilities between Board & management | | |
| CEO/Senior Management team | <p>Meeting with the new Director to give an overview of:</p> <ul style="list-style-type: none"> • CLBC's operational environment, stakeholders and community • CLBC's mission, values, objectives • key challenges, opportunities and related strategies • CLBC's senior management team, rationale for organization structure <p>Provide new Director with office tour</p> | | |

| Who | Action | Date | Done |
|--|--|------|------|
| Board Chair or Chair of the Governance &HR Committee | Offer the new Director the optional opportunity of a designated existing Board member to serve as an orientation contact | | |

Month Three:

| Who | Action | Date | Done |
|--|--|------|------|
| Chair of the Governance &HR Committee | Meet with new Director to obtain feedback on orientation process, determine comfort level with his/her role, and to determine if more information is required for the new Director | | |