



## 2024 Call for Applications to the CCA Board of Directors

February 2024

The Annual General Meeting of the Canadian Centre for Accreditation (CCA) will take place on Wednesday, July 3, 2024. At that time CCA expects to have five (5) Board Director positions vacant. The CCA Governance Committee is seeking expressions of interest from individuals interested in joining the CCA Board of Directors.

The nominating process is described in the attached excerpt from CCA's Bylaws (Appendix 2). The Governance Committee is required to review all potential candidates and make a recommendation to the CCA Board. **Please submit your application** ([by completing and submitting the application form](#) or through the online form via [Survey Monkey](#)) **no later than 12pm, Friday March 29<sup>th</sup>, 2024.**

### Priorities for Board Recruitment

The CCA Board has outlined the key attributes (attitudes, skills, knowledge and experience) that it is seeking in its Board members as outlined on pages 3-4 in the following Application.

All Board members are expected to be committed to CCA's Mission, values, purpose, best interests and to participating collaboratively and effectively, have general leadership and governance experience, be able to think strategically and focus on outcomes and results, bring a broad understanding of the Canadian health and social support system, and be able to commit the necessary time and effort.

In the coming year, the Board will be focusing its efforts in a number of areas including strategic planning and further embedding equity and inclusion throughout the organization. To that end, the CCA is seeking candidates with the following skills and experiences:

- Commitment to equity and inclusion
- Strategic and generative thinking mindset
- Not-for-profit financial and business development experience
- Quality improvement and/or accreditation knowledge and experience
- Organizational risk management
- Experience in a not-for-profit, community-centred environment

Furthermore, we are seeking to diversify the perspectives and voices around the Board table. To that end, the applications will be prioritized from:

- Indigenous (First Nations, Inuit or Métis) peoples
- French-speaking candidates
- Persons from racialized communities
- Other equity-deserving groups
- Persons residing outside of Ontario

For more information, please contact:

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**Applications must be submitted no later than 12pm, Friday March 29, 2024  
by email to [ea@canadiancentreforaccreditation.ca](mailto:ea@canadiancentreforaccreditation.ca) or [online](#).**



**Board vacancies to be filled:** We are recruiting for the following five (5) Director positions:

- 3 Directors involved in a governance or management capacity at non-profit CCA Participating Organizations, one from each of:
  - Credit counselling sector: that offers credit counselling as a primary area of service.
  - Family Services sector: whose functions include the strengthening of family life through the provision to the public of individual, couple and family psychotherapy and/or counselling, as well as other services that promote the improvement of the social environment for families.
  - Indigenous-led organization: with a majority of its directors being individuals recognized as First Nations, Métis, or Inuit that delivers individual and community-based health and/or social services.
- 2 Directors-at-large who do not need to have any affiliation with a non-profit organization.

**Time Commitment Required:**

- Terms of office are 3 years with up to 2 terms per Director.
- Currently the CCA Board holds 6 meetings per year. These meetings alternate between 2-hour virtual meetings during the day and one- or two-day in-person meetings in Toronto.
- Directors are expected to attend all Board meetings. Directors who are absent from three (3) regularly scheduled meetings of the Board will be removed from the Board.
- Directors are expected to be involved in at least one committee or task group. There are three standing committees: Quality Committee, Governance Committee and Finance/Audit Committee. These Committees meet virtually at a regular schedule defined in their annual workplan (typically monthly or quarterly) for approximately 1 to 1.5 hours each.
- Total meeting commitments range from 2.5 to 7 hours per month.

**Recruitment Timeline:**

Deadline for applications:	March 29, 2024
Interviews:	Week of April 15, 2024
Selection of slate of nominees:	May 10, 2024
Presentation of slate of nominees to the Board:	June 5, 2024
Notification to successful nominees:	by June 7, 2024
Election at Annual General Meeting:	July 3, 2024



## CCA Board Application Form

Name: \_\_\_\_\_

Affiliated CCA Participating Organization (if applicable): \_\_\_\_\_

Employed Position: \_\_\_\_\_

Volunteer Position(s): \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

**Please indicate your background in the following areas that reflect the Board Composition Matrix (Appendix 3).**

CCA Board Desired Attributes and Competencies	Describe how you meet some or all of these criteria
<ul style="list-style-type: none"> <li>• Committed to CCA's Mission, Values, Purpose, Best interests</li> <li>• Commitment to equity and inclusion</li> <li>• Organizational change experience</li> <li>• Previous governance experience</li> <li>• Ability to focus on outcomes and results</li> <li>• Strategic and generative thinking mindset</li> <li>• Representative of equity deserving groups/organizations</li> <li>• Broad understanding of Canadian social fabric</li> <li>• Committed to participate collaboratively and effectively</li> <li>• Ability to commit time and effort</li> </ul>	
<ul style="list-style-type: none"> <li>• Community health or social service experience with sectors served by CCA as well as others (please specify which sectors and where in Canada)</li> <li>• Experience with organizations that are larger/smaller, urban/rural/northern</li> <li>• Experience supporting diverse communities</li> <li>• Experience in quality improvement</li> <li>• Knowledge/experience with accreditation</li> <li>• Experience as an accreditation reviewer</li> </ul>	
<ul style="list-style-type: none"> <li>• Not-for-profit financial and business development experience</li> <li>• Quality improvement and/or accreditation knowledge and experience</li> <li>• Organizational risk management</li> <li>• Regional health and social services planning/funding</li> <li>• Experience with policy governance</li> </ul>	



CCA Board Desired Attributes and Competencies	Describe how you meet some or all of these criteria
Personal Characteristics/Perspectives: <ul style="list-style-type: none"> <li>• Francophone</li> <li>• Indigenous Person (First Nation, Inuit, Métis)</li> <li>• Person from a racialized community</li> <li>• Geographic diversity including urban/rural</li> <li>• Indicate age group (&lt;40, 40-65, &gt;65)</li> <li>• Please note other physical, social and cultural indicators of diversity</li> </ul>	

Please add any further comments about how your skills and experience would benefit the CCA Board:

Please indicate why you are interested in this position:

Please provide highlights of your resume.

**Applicant Declaration**

**Personal Commitment:**

I can commit to the time required and am interested in furthering the vision, mission and values of CCA.

Signed (Signature): \_\_\_\_\_

Name (Please Print): \_\_\_\_\_ Date: \_\_\_\_\_

Applications must be submitted  
no later than 12pm, Friday March 29, 2024  
by email to [ea@canadiancentreforaccreditation.ca](mailto:ea@canadiancentreforaccreditation.ca) or [online](#).



## **Appendix 1**

# **Canadian Centre for Accreditation - Objects, Vision, Mission and Values**

## **CCA Corporate Objects (as stated in CCA Bylaws)**

1. To provide leadership in issues of quality management in the human services sectors.
2. To contribute to the body of knowledge regarding healthy organizations and quality management.
3. To promote organizational learning and capacity for service responsiveness, collaboration and effectiveness.
4. To provide an accreditation resource and assist organizations to enhance their accountability and credibility.

## **CCA Vision**

Effective organizations strengthen healthy and resilient communities.

## **CCA Mission**

CCA exists to assure quality and continuous improvement in community-based health and social services through the provision of excellence and leadership in accreditation services.

## **CCA Values**

1. **Continuous Learning and Improvement:** We pursue continuous learning and improvement towards excellence and innovation; we recognize and celebrate key milestones achieved.
2. **Meaningful Collaboration:** We inclusively engage the diverse organizations we serve, as well as other CCA stakeholders, in dialogue to shape our mission, goals and services.
3. **Inclusion and Equity:** We value the diverse contributions of our stakeholders and strive to promote inclusive environments and elimination of systemic barriers to equity.
4. **Responsible Stewardship:** We manage CCA resources ethically, transparently and responsibly, in order to ensure its sustainability.
5. **Accountability:** We hold ourselves accountable for the quality of our work and the achievement of established outcomes that are aligned with our values.



Appendix 2

Excerpts from CCA Bylaws (Dec 2023)

**5.0 Directors**

5.3 Qualifications of Directors

The following persons are disqualified from becoming, or remaining as, a Director:

- (a) anyone who is less than eighteen (18) years of age;
- (b) anyone who is incapable;
- (c) anyone who is not an individual;
- (d) anyone who has the status of bankrupt; and
- (e) anyone who falls under Section 5.6(d), (e), or (f).

5.4 Election and Term

(a) The Members shall elect Directors by Ordinary Resolution, at the first Meeting of Members and at each Annual Meeting of Members at which an election of Directors is required. Each Director shall be elected for a term that will expire at the close of the third (3rd) Annual Meeting of Members held after the election.

(c) No individual may serve as a Director for more than two (2) consecutive terms (for approximately six (6) consecutive years); provided, however, that any individual serving as a Director at the time of passage of this By-Law No. 1 shall be entitled to finish the remainder of such individual's current term. An individual who was originally appointed as a Director under Section 5.8 or Section 5.9 to fill a vacancy will not have the time served as the replacement Director count towards the maximum number of consecutive years as a Director. An individual who has served for the maximum number of consecutive years as a Director shall be eligible for re-election as a Director after the passage of twelve (12) months following retirement as a Director.

(d) In addition to filling a vacant position in accordance with Section 5.9, the Board may, if the maximum number of Directors available in the range of Directors set out in the Articles has not been filled, appoint additional Directors to hold office until the next Annual Meeting of Members. The total number of Directors that may be appointed by the Board pursuant to this Subsection 5.4(d) shall not exceed one-third (1/3rd) of the total number of Directors elected by the Members at the previous Annual Meeting of Members. Any Director who is appointed pursuant to this Subsection shall not have the time served as an appointed Director count towards the maximum number of consecutive terms.

5.5 Consent. A Director who is elected or appointed must consent to hold office as a Director:

- (a) if present at the Meeting of Members or the meeting of the Board, as applicable, at which the election or appointment takes place, by not refusing to hold office,
- (b) if not present at the Meeting of Members or the meeting of the Board, as applicable, at which the election or appointment takes place, by either:
  - (i) consenting to hold office in writing before the election or appointment takes place or within ten (10) days; or
  - (ii) by acting as a Director after such person's election or appointment.



- 5.6 Automatic Vacation of Office – The office of a Director shall automatically be vacated (which shall also result in the automatic vacation of office as a Member and, if applicable, Officer) if the Director:
- (a) dies, resigns in accordance with Section 5.6, or is removed by the Members in accordance with Section 5.8;
  - (b) becomes disqualified to serve as a Director by failing to meet all of the qualifications set out in Section 5.3;
  - (c) becomes disqualified to serve as a Director by ceasing to hold the position with a non-profit organization or registered Canadian charity that originally made the individual eligible to be elected as a Director as per Section 5.2(b);
  - (d) is absent from three (3) regularly scheduled meetings of the Board;
  - (e) is charged with any criminal offence; or
  - (f) violates any provision of the Articles, By-Laws, or written policies of the Corporation, as confirmed by a majority vote of the Board.

Other than in the event of the death of a Director or the removal of the Director by the Members, a Board meeting will be held to acknowledge the occurrence of any of the above-listed events. Following such Board meeting, a letter will be sent by the Corporation, on behalf of the Board, to the Director in question, confirming the effective date on which the individual ceased to be a Director.

- 5.7 Resignation – A Director may resign by giving a written resignation to the Secretary (or to the Chair, if the Director resigning is also the Secretary), in which case such resignation shall be effective at the time the resignation is received by the Secretary or the Chair (as the case may be), or at the time specified in the resignation, whichever is later.
- 5.8 Removal. The Members may, by Ordinary Resolution passed at a Meeting of Members, remove any Director from office before the expiration of the Director's term and may, at such Meeting of Members, elect a qualified individual to fill the resulting vacancy for the remainder of the term of the Director so removed, failing which such vacancy may be filled by the Board.
- 5.9 Vacancies. Subject to Section 5.8, a vacancy on the Board may be filled for the remainder of the term by a qualified individual by the Board. If there is not a quorum of Directors or if a vacancy results from either (a) an increase in the number or change to the minimum or maximum number of Directors provided in the Articles or (b) a failure to elect the number of Directors required to be elected at any meeting of Members, the Directors then in office shall call a special meeting of Members to fill the vacancy and, if they fail to call a meeting or if there are no Directors then in office, the meeting may be called by any Member.
- 5.10 Remuneration and Expenses. The Directors and Officers (other than any employee) shall serve as such without remuneration and no Directors shall directly or indirectly receive any profit from their position as such. Any Director or Officer of the Corporation may receive reimbursement for their expenses incurred on behalf of the Corporation in their respective capacities as a Director or Officer.





**Appendix 3 - CCA Board Composition Matrix** (approved February 2018)

FILTER 1: CHARACTERISTICS OF EVERY DIRECTOR	
<b>PURPOSE</b>	<b>INDIVIDUAL CHARACTERISTICS</b>
<b>Filter 1</b> - Establishes a desired profile of every person providing governance leadership on behalf of the owners / members. Individuals with these characteristics are eligible to be considered for a Board position. It is not necessary for the individual to be affiliated with a Member Association or an agency in sectors served by CCA.	<ul style="list-style-type: none"> <li>Committed to CCA's Mission, Values, Purpose, best interests</li> <li>General leadership experience</li> <li>Previous governance experience</li> <li>Ability to focus on outcomes and results</li> <li>Strategic thinker</li> <li>Broad understanding of Canadian social fabric</li> <li>Committed to participate collaboratively and effectively</li> <li>Ability to commit time and effort</li> </ul>
FILTER 2: KEY COMPETENCIES FOR CCA MISSION	
<b>PURPOSE</b>	<b>COMPETENCIES</b>
<b>Filter 2</b> - Addresses competencies needed to fulfill CCA's mission as an accreditation body. These competencies should be present <u>across the Board as a whole</u> and therefore be strong attributes of one or more but not necessarily all Directors. CCA's needs may vary from time to time. As an interim measure, the Board should include at least one person from each Founding Member association.	<ul style="list-style-type: none"> <li>Majority of Directors from organizations in sectors that are being served by CCA</li> <li>Small/large/other diversity of characteristics of organizations served by CCA</li> <li>Expertise in Quality Improvement</li> <li>Knowledge/experience with accreditation</li> <li>Experience as an accreditation Reviewer</li> <li>Research or evaluation experience /academic background</li> </ul>
FILTER 3: COMPETENCIES FOR EFFECTIVE GOVERNANCE	
<b>PURPOSE</b>	<b>COMPETENCIES</b>
<b>Filter 3</b> - Addresses competencies needed for quality governance leadership. These competencies should be present <u>across the Board as a whole</u> and therefore be strong attributes of one or more but not necessarily all Directors. CCA's needs may vary from time to time.	<ul style="list-style-type: none"> <li>Business acumen/entrepreneurial skills</li> <li>Marketing/communications</li> <li>Financial Management</li> <li>Risk management and quality oversight</li> <li>Regional health and social services planning/funding</li> <li>Human resource management</li> <li>Legal</li> <li>Experience with policy governance</li> </ul>
FILTER 4: GENERAL CHARACTERISTICS TO REFLECT CANADIAN DIVERSITY	
<b>PURPOSE</b>	<b>INDIVIDUAL CHARACTERISTICS</b>
<b>Filter 4</b> - Addresses the need to reflect the diversity of the Canadian population. A mix of these characteristics <u>across the Board as a whole</u> strengthens the Board's ability to consider and reflect a wider range of perspectives that arise from differing backgrounds and experiences.	<ul style="list-style-type: none"> <li>Francophone</li> <li>Indigenous Person (First Nation, Inuit, Metis)</li> <li>Black or other identified Person of Colour</li> <li>Geographic diversity including urban/rural</li> <li>Generational (i.e. representing different age groups)</li> <li>Other biological, social and cultural indicators of diversity</li> </ul>
CCA Board	