



Canadian Society of Safety Engineering

LEADERSHIP ROLES, RESPONSIBILITIES & COMPETENCIES

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CSSE Board of Directors - Roles, Responsibilities & Competencies

The CSSE will develop a Board of Directors that has a strategic combination of demonstrated knowledge, skills & abilities, personal attributes, expertise and competencies with a diversity of experiences, perspectives, information, and connections to carry out the mission of the organization.

Mission

To be the leading professional association of occupational health and safety practitioners in Canada, be the relevant resource for professional development, knowledge and information exchange with our members, our profession and the Canadian public.

Board Diversity & Inclusion

CSSE believes in diversity and values the benefits diversity brings to our activities at all levels, including the board of directors. Having leaders who reflect diversity in gender, race, and ethnicity and who have different life experiences and cultural backgrounds contributes to more balanced board deliberations and better decision-making. Creating an inclusive culture that embraces differences also best positions CSSE to address evolving member needs and advance the OHS profession.

Demonstrated Competencies

To assist in creating a competent Board, we need multiple board members who possess these desired competencies and can nurture those competencies within the board. We have identified the following competencies for successful operations:

1. **Board Governance:** A demonstrated understanding of the differences between strategic oversight and operational supervision; understands their role of overseeing the broader picture; clearly and comfortably delegates work and authority, and empowers team members to take action.
2. **Strategic Agility:** A demonstrated ability to think strategically and to effectively communicate thoughts and the reasons for them. Visionary and can anticipate future consequences and trends accurately based on current knowledge; members have broad knowledge and perspective, can articulate realistic visions for future CSSE operations; and the members can create competitive and breakthrough strategies and plans.
3. **Business Acumen & Financial Management:** Knows how businesses work and is knowledgeable in current and potential future trends that may affect the organization; understands the concept of competition and can identify strategies and tactics that work in the marketplace; demonstrated ability to analyze financial statements, including balance sheet and income/expense statements.
4. **Critical Thinking Skills:** A demonstrated ability to use logic and reasoning to identify issues as well as the strengths and weaknesses of alternative solutions; ability to listen and make informed decisions to initiate action when needed; thinks strategically, manages complexity and acts decisively.
5. **Conflict Management:** Initiates successful resolution of conflict with other individuals; identifies conflicts as an opportunity and responds to situations quickly; demonstrated listening skills; ability to resolve conflict in a positive and timely manner; and maintains professionalism and emotional maturity when dealing with conflict.

Required Competencies

- Business acumen & financial management for VP Board members.

Specialized Skills

The Board has identified areas of specialized skills or experiences that are not required but would be helpful in advancing the CSSE Strategic plan. These areas are:

1. Mergers & Acquisitions: Experience in mergers & acquisitions.
2. Corporate Background: Currently serves or has served in a senior level capacity (Director/VP or above) at a for-profit corporation or at a not-for-profit organization.

CSSE By-Law Eligibility Requirements for Board of Directors

The By-laws require each director to:

1. be a voting member of CSSE (i.e. regular, professional, retired or life)
2. be at least 18 years of age
3. have power under law to contract
4. not be in a period of undischarged bankruptcy (the period during which a person is bankrupt and their financial affairs are managed by a bankruptcy trustee)

Competencies Required of every Board Member Candidate

The Board Committee for Governance & HR has identified competencies required for each Board member. Candidates must be able to demonstrate these competencies or demonstrate the ability to develop these competencies.

1. Member Value Focused: Acts with members' interests as a priority in mind. Is dedicated to providing member value and uses member relationships to inspire improvements in products and services; as a leader, establishes and maintains effective relationships with members and gains their trust and respect.
2. Organizational Agility: Knows the CSSE organizational design and the scope of responsibilities for each business element; curiosity about and understanding of the history, processes and procedures of our organization; willingness to observe the bylaws and board-approved policies and procedures.
3. Emotionally Intelligent: Has developed a reputation for emotional maturity, personal integrity, and honesty; self identifies personal strengths, weaknesses, and personal growth opportunities while seeking feedback and learning from mistakes; and welcomes constructive criticism.
4. Collaborative: Demonstrated ability and willingness to work effectively and collaboratively in a group; understand and apply the concepts of team dynamics for success.
5. Demonstrated professionalism: Regularly participates in continuing skill and knowledge development; demonstrates a high level of personal and professional integrity, trustworthiness, ethics and values; displays flexibility and open-mindedness; demonstrates professional and appropriate conduct in public.

Commitment to CSSE

Board members/candidates shall demonstrate a commitment to CSSE through participation in leadership roles within the CSSE organization.

Board members/candidates are willing and capable to commit the necessary time to fulfill CSSE leadership responsibilities effectively.

Board members/candidates understand and are willing to support decisions and policies made collectively by the CSSE Board.

Board members/candidates will support the CSSE and its initiatives, positions and policies.

CSSE Board of Directors Competency Chart - All Positions

Core Competencies:		Expected	
Board governance experience		✓	
Organizational and strategic agility		✓	
Emotional intelligence		✓	
Collaborative, creative and flexible thinking		✓	
Professionalism		✓	
Business acumen		✓	
Member value focus and understanding		✓	
Conflict management and resolution		✓	
Time management skills		✓	
Key Attributes:		Expected	
Recognizes and declares conflicts of interest		✓	
Produces high quality work in a timely manner (time management)		✓	
Willingness to commit the time necessary to conduct CSSE business		✓	
Reputation for integrity and professionalism		✓	
Can contribute productively at meetings and articulate ideas		✓	
Willingness to provide and receive constructive critique		✓	
Computer literate (MS Office, virtual meeting platforms, QuickBooks, etc.)		✓	
Social media savvy (LinkedIn, Facebook, Twitter, other)		✓	
Email competency and management skills		✓	
Minimum Eligibility Requirements:		Required	Desired
Voting Member of the CSSE for at least seven (7) years			✓
Served as an officer of a CSSE chapter executive			✓
CHSC Certification (in process or achieved)			✓
CSSE Professional Membership			✓
Other Professional Designation in the field of Health, Safety and Environment			✓
Other leadership positions in not-for-profit or community association			✓
Understanding of OHS Legislation in Canada	✓		
International OHS experience			✓
Understanding of CSSE mission and vision (current on website)	✓		
Understanding of CSSE strategic direction and objectives (board structure)	✓		
Understanding of board governance and fiduciary duties			✓
Other volunteer experience, at a senior level			✓

CSSE President

Term:

- Two Years (Elected)

Primary Responsibility:

- Be the leader of the Canadian Society of Safety Engineering, and report to the members of the CSSE.
- To work with the Board and the CEO and oversee the work and activities of the Canadian Society of Safety Engineering in a manner that is timely and consistent with the strategic plan of the Society.

Major Duties:

The CSSE President will:

- Be the Chairperson of the CSSE Board of Directors.
- Be a member of the CSSE Executive Committee.
- Further the aims and objectives of the Society.
- Be the presiding officer of all conventions of the Society, all annual or special general meetings of the members and all meetings of the Board of Directors and the Executive Committee.
- Direct the efforts of the other members of the CSSE Board.
- Attend the National Leadership Summit.
- Support the Society’s goals and objectives by ensuring work plans and related actions are carried out and communicated to the members and that copies of correspondence to and from the President is kept.
- Oversee the relationship between the Board and the CEO to ensure that the work of the Society is conducted in a timely and thorough manner. This is not an operational focus but rather a strategic focus.
- Act as the senior interpreter of Society policies and practices.
- Act as the spokesperson for the Society.
- Act as the liaison between CSSE and other organizations.
- Represent CSSE at meetings of local chapters when requested.
- Promote the CSSE to potential members and other interested parties.
- Attend the annual general meeting of the members.

Additional Responsibilities:

- Support the Society’s goals and objectives by ensuring work plans and related actions are carried out and communicated to the members and that copies of correspondence to and from the President are kept.
- Establish Board meeting dates at the beginning of each planning year; call extraordinary meetings when necessary.
- Prepare and submit a written report at each Board meeting on activities of the Executive Committee that have occurred since the last meeting.
- May select chairpersons for special and standing committees; ensure there are adequate resources available to these committees.
- Uphold the Society’s bylaws.

Direct Reports:

- CSSE Board of Directors

Specialized Skills & Eligibility Requirements for CSSE President:	Required	Desired
Have fulfilled role as a Vice President or President within the preceding five (5) years	✓	
Member of the CSSE for seven (7) years		✓
Experience in business planning and organization management		✓
Understands Governance and Canada Not-for-profit Corporations Act		✓
CHSC Certification (lead by example)		✓
CSSE Professional Membership		✓

CSSE Vice President Governance & Human Resources

Term:

- 2 years (Elected)

Primary Responsibility:

- Ensuring diligent governance of society bylaw, policy and procedural guidelines
- Ensure organizational human resources needs are met and properly managed
- Assist in the management and direction of the Canadian Society of Safety Engineering in a manner that is timely and consistent with the goals and policies of the Society, becoming familiar with the entire operation of the Society with emphasis on the Governance and HR operation.

Major Duties:

The CSSE Vice President Governance & Human Resources will:

- Be a member of the CSSE Board of Directors.
- Be a member of the CSSE Executive Board.
- Further the aims and objectives of the Society.
- Oversee the Governance and Human Resources Committee on behalf of the Executive Board.
- Present an annual operational budget at the last meeting of the fiscal year, for the following fiscal year, to the Board of Directors for approval.
- Provide the Board with updates from the Governance and HR Committee at each Board meeting.
- Oversee changes to the bylaws of the Society.
- Oversee implementation of the Governance & HR policies and procedures.
- Attend the Annual General Meeting of the Members.

Additional Responsibilities:

- Add as necessary

Reports to:

- CSSE President

Direct Reports:

- None

Specialized Skills & Eligibility Requirements for CSSE G&HR VP:	Required	Desired
Member of the CSSE for seven (7) years		✓
Served at least one term as a Director at Large on the CSSE Board or served one term as RVP within the preceding seven (7) years	✓	
Experience in business planning and organization management		✓
Understands Governance and Canada Not-for-profit Corporations Act		✓
CHSC Certification (in process or achieved)		✓
CSSE Professional Membership		✓

CSSE Vice President of Finance

Term:

- 2 Years (Elected)

Primary Responsibility:

- Ensuring responsible financial management and reporting.
- Assist in the management and direction of the Canadian Society of Safety Engineering in a manner that is timely and consistent with the goals and policies of the Society, becoming familiar with the entire operation of the Society with emphasis on the financial operation.

Major Duties:

The VP of Finance will:

- Be a member of the CSSE Board of Directors.
- Be a member of the CSSE Executive Board.
- Further the aims and objectives of the Society.
- Oversee the Finance & Audit Committee on behalf of the Executive Board.
- Present an annual operational budget at the last meeting of the fiscal year, for the following fiscal year, to the Board of Directors for approval.
- Provide the Board with updates from the Finance & Audit Committee at each Board meeting.
- Oversee implementation of the Finance & Audit policies and procedures.
- Attend the Annual General Meeting of the Members.

Additional Responsibilities:

- Add as necessary

Reports to:

- CSSE President

Direct Reports:

- None

Specialized Skills & Eligibility Requirements for Vice President Finance:	Required	Desired
Member of the CSSE for seven (7) years		✓
Served at least one term as a Director at Large on the CSSE Board or served one term as RVP within the preceding seven (7) years	✓	
Financial acumen and understanding		✓
Financial reporting		✓
CHSC Certification (in process or achieved)		✓
CSSE Professional Membership		✓

CSSE Vice President Regional Affairs

Term:

- 2 Years (Elected)

Primary Responsibility:

- Build positive working relationships with the Regional Vice Presidents.
- Assist in the management and direction of the Canadian Society of Safety Engineering in a manner that is timely and consistent with the goals and policies of the Society, becoming familiar with the entire operation of the Society with emphasis on the regional and chapter aspects of the organization.

Major Duties:

The VP Regional Affairs will:

- Be a member of the CSSE Board of Directors.
- Be a member of the CSSE Executive Board.
- Further the aims and objectives of the Society.
- Oversee the Regional Council on behalf of the Executive Board.
- Present an annual operational budget at the last meeting of the fiscal year, for the following fiscal year, to the Board of Directors for approval.
- Provide the Board with updates from the Regional Council at each Board meeting.
- Oversee implementation of the Regional Council policies and procedures.
- Advise the Board regarding priorities of the Regional Council to ensure proper resources are available towards the regional infrastructure.
- Oversee the strategic development of Chapters.
- Attend the Annual General Meeting of the Members.

Additional Responsibilities:

- Add as necessary

Reports to:

- CSSE President

Direct Reports:

- Regional Vice Presidents

Specialized Skills & Eligibility Requirements for VP Regional Affairs:	Required	Desired
Member of the CSSE for seven (7) years		✓
Served at least one term as a Director at Large on the CSSE Board or served one term as RVP within the preceding seven (7) years	✓	
Firsthand knowledge/experience with Chapter operations		✓
CHSC Certification (in process or achieved)		✓
CSSE Professional Membership		✓

CSSE Directors at Large (Four)

Term:

- 2 Years (Elected)

Primary Responsibility:

- To assist in the management and direction of the Canadian Society of Safety Engineering in a manner that is timely and consistent with the goals and policies of the Society, becoming familiar with the entire operation of the Society with emphasis on assisting with board business.

Major Duties:

- Be a member of the CSSE Board of Directors
- Help to ensure that proper resources are made available to provide member value and ensure the sustained success of the CSSE
- Further the aims and objectives of the Society
- Actively participate on Board committees

Additional Responsibilities:

- Add as necessary

Reports to:

- CSSE President

Direct Reports:

- None

Eligibility Requirements for Directors at Large:	Required	Desired
Member of the CSSE for five (5) years		✓
Served as an Officer on a Chapter Executive (full term) or served as an RVP	✓	
CHSC Certification (in process or achieved)		✓
CSSE Professional Membership		✓

CSSE Public Member Director

Term:

- 1 Year
- Appointed by the CSSE CEO and President

Primary Responsibility:

- Provide professional advice and direction to the CSSE Board of Directors.
- Help to ensure that proper resources are made available to ensure the sustained success of the CSSE.
- Further the aims and objectives of the Society.

Major Duties:

- Be a member of the CSSE Board of Directors

Additional Responsibilities:

- Add as necessary

Reports to:

- CSSE President

Direct Reports:

- None

Specialized Skills for Public Member Director:	Desired
Experience in business planning and organization management	✓
Understands Governance and Canada Not-for-profit Corporations Act	✓
Specialized skills to bring benefit to the CSSE Board of Directors	✓