

## DIRECTOR COMPETENCIES

<p><b>Governance Structures and Practices</b> Understands and supports the infrastructure of governance operations.</p>	<p><b>Protocol and Practices</b> Engages in activities that support the board in determining its own priorities and information needs, and assists the board in focusing on strategy (and associated risks).</p>
	<p><b>Policy Development</b> Establishes policies that provides guidance and sets expectations for performance.</p>
	<p><b>Board Accountability</b> Monitors board performance and takes responsibility for results.</p>
	<p><b>Board/Manager Relationship</b> Builds a civil, constructive, mutually respectful relationship with the CEO.</p>
<p><b>Vision and Strategic Oversight</b> Effectively executes its oversight responsibilities.</p>	<p><b>Analytical Thinking and Decision Making</b> Thinks systematically, conceptually, and analytically to determine effective solutions.</p>
	<p><b>Strategic Planning</b> Engages in strategic planning that contributes to the direction, core values and goals of the cooperative.</p>
	<p><b>Risk Management and Oversight</b> Forecasts and evaluates a variety risks and identifies strategies to avoid or mitigate their impact.</p>
	<p><b>Financial Oversight</b> Demonstrates an appropriate level of financial knowledge and understanding and can interpret financial reports and statements, and monitor corrective action to ensure financial goals.</p>
<p><b>Cooperative Outlook</b> Demonstrates the principles of the cooperative business model.</p>	<p><b>Industry Principles and Concepts</b> Knows the basic jargon and concepts of the energy industry.</p>
	<p><b>Cooperative Principles and Practices</b> Demonstrates an appreciation of the cooperative business model and a commitment to cooperative values.</p>
	<p><b>Community Engagement and Communication</b> Places the cooperative in a collaborative position for maintaining and growing healthy communities.</p>
<p><b>Personal Effectiveness</b> Respectfully interacts with different individuals and groups.</p>	<p><b>Interpersonal Communications</b> Listens, relates and expresses oneself in a manner that is effective while supporting mutual understanding.</p>
	<p><b>Self- Awareness /Continual Learning</b> Demonstrates an ongoing commitment to learning and self-improvement.</p>
	<p><b>Flexibility</b> Remains open to new ideas, information, and approaches.</p>
	<p><b>Builds Relationships and Influences Others</b> Creates and fosters constructive working relationships; Persuades others towards an outcome consistent with the organization's goals.</p>
	<p><b>Negotiation and Conflict Resolution</b> Manages and resolves conflicts and disagreements in a constructive manner.</p>
	<p><b>Diversity and Inclusion</b> Leverages the talents of each person and promotes cultural awareness among board members.</p>
	<p><b>Integrity and Courage</b> Makes decisions and acts consistently with values, professional standards, and the broader interests of the cooperative.</p>