

Notes for Candidates

**Board of Directors**



**Legal Aid Alberta**

Legal Aid Alberta (LAA) is a not-for-profit organization that provides legal representation and support for Albertans facing legal issues.

A registered society incorporated under the provincial Societies Act, LAA is independent from government but accountable to Alberta’s Minister of Justice and Solicitor General and to the Law Society of Alberta.

LAA provides legal services to clients in support of fairness in Alberta’s justice system—services that help ensure Albertans in all circumstances understand and can defend their legal rights.

LAA operates on a hybrid service delivery model. LAA staff provide legal and other support services directly to Albertans, while the remaining services are provided by LAA roster lawyers. Members of the roster are independent Alberta lawyers who have registered with LAA to provide services on behalf of the organization.

Within its mandate, LAA is uniquely positioned to provide services that have a positive impact on the justice system and the lives

of Albertans. This includes services like duty counsel for all Albertans in courtrooms and elsewhere, services in support of emergency protection orders, services for Indigenous Albertans at the Siksika Nation, and support workers for youth and families in crisis.

LAA also provides legal services to those who do not qualify, on behalf of the Ministry of Justice and Solicitor General, when directed to do so by the courts. LAA strives to be an employer of choice and a centre of excellence where employees are, and are recognized to be, some of the top experts in their fields. They are committed to sharing knowledge within the legal community, working to support improvements to the Alberta judicial system.

Working with their funding partners, stakeholders, and community, LAA provides targeted training for practicing Alberta lawyers and the legal community on a range of topics, with the goal of better outcomes for the clients they represent.

To learn more, please visit [Legal Aid Alberta](#).

**VISION, MISSION AND VALUES**

The LAA vision statement focuses on tomorrow, on where we want to be, and on the direction our organization is headed. Our mission statement focuses on today, and on what we can do now to move toward our ideal future state.

**VISION**

An Alberta where everyone is able to understand and protect their legal rights.

**MISSION**

We provide legal services and expertise to individuals and the legal community to support fairness in the justice system.

**VALUES**

Our organization strives to always focus on what matters, and to stay true to our values in everything we do. These values are the underpinning of our organization, reflecting on what is truly important to us. They guide us in the decisions we make every day.

**WE ARE ONE**

We work together in a collaborative and supportive manner to deliver unwavering and innovative services to our clients as one unified organization.

**WE ARE PROTECTORS**

We serve Albertans, often the most vulnerable of us, and work tirelessly to protect their rights and to ensure a fair process.

**WE ARE EXCEPTIONAL**

We are experts at what we do and we continually strive for improvement.

**WE ARE INDEPENDENT**

We operate and provide legal counsel free from outside involvement.

## Strategic Plan - Making a Difference

Everything we do at Legal Aid Alberta helps support Albertans as they face some of the most challenging times in their lives.

We help to enhance fairness in the justice system. We help young people get their lives back on track. We help broken families pick up the pieces and stand up strong on their own.

Our staff see the incredible challenges our clients face, and in helping them overcome these challenges they make a meaningful, positive difference in the lives of Albertans every day. As an organization, we have a proud history going back nearly 50 years. We make up just one of many parts of Alberta's justice system, but the contributions we make continue to have an enormous impact on the system.

The Strategic Plan will guide the organization and will help the LAA team work together effectively and ensure we continue to play a vital role in Alberta communities and the province's justice system.

This Strategic Plan envisions LAA as a client-focused Centre of Excellence that contributes to an Alberta where everyone can understand and exercise their legal rights. We describe what we envision LAA to look like in the future, and the strategic priorities we need to focus on to achieve this future state. We identify significant areas where we believe we must improve within the next three years, what we will do about each, and how we will measure our success along the way.

The three-year rolling plan that will be updated annually and reviewed regularly by our Board of Directors and senior management team. It will drive our annual business plan and budget, and ensure that as we carry out our operations, we also remain focused on our broader goals and strategic direction. It will help us ensure we continue to remain focused on our mandate and fulfill our obligations as set out in our Governance Agreement.

The plan is also intended to provide insights for our many community partners and stakeholders who we recognize as being integral to our success. By publicly setting goals for our organization and expressing the long-term direction we intend to follow, this plan will help us more effectively work together as part of Alberta's larger justice system community.

## Strategic Priorities

1. Our mandate, vision, and services are clearly defined and better understood by all stakeholders.
2. We operate as one unified, innovative, and sustainable organization.
3. We are and are seen to be a Centre of Excellence.
4. Our services are accessible and delivered fairly to Albertans.
5. Our organization is a great place to work.

## Strategic Areas of Improvement

1. Fully Recognizing the Value of Our People
2. Communicating & Living Our New Vision, Mission, and Values
3. Enhancing Our Public Profile & Stakeholder Relations
4. Strengthening Our Business Structure, Processes & Technology
5. Innovating & Enhancing Service Delivery
6. Identifying, Undertaking & Completing Key Initiatives

**Legal Aid Alberta - Board of Directors and Executive Leadership**

The Board of Directors consists of up to six Alberta lawyers and at least five public members with diverse backgrounds.

**Board of Directors**

Ryan Callioux, QC, Chair	Partner, Callioux Family Law & Mediation
Kent Teskey, QC, Vice Chair	Partner, Pringle, Chivers, Sparks, Teskey
Catherine Braeuer, CPA	Director, Global Financial Reporting Transformation, Finning
Owen Edmondson, CPA MBA	Senior Financial Executive, ATCO Group retired
Nancy Peck, CPA ICD	Chief Financial Officer, AltaCorp Capital
Brad Pickering	Deputy Minister, Government of Alberta, retired
Hilary Rose, CPA	Senior Financial Executive, Board Director
Michael Waite, QC	Partner, Carber Waite

**Executive Leadership**

G. John Panusa	President and Chief Executive Officer
Steve Burford	Vice-President, Finance and Technology
Lori Haughian	Vice-President, Justice Services
Doug Ingersoll	General Counsel and Advisory Counsel Services
Laurie Wang	Executive Director, People, Culture and Communications

**Board and Committees Structure**

The Board is a Governance Board, so not involved in the operations. Board meetings range from a half-day to full-day and are held four times each year in March, June, September and December. The Annual General Meeting is held in September. Meetings are held in person and hybrid.

Appointment or reappointment of Directors may be accompanied by a recommendation as to the length of term being either one year or two years or three years.

Directors may be appointed to one or more committees maintained by the LAA Board of Directors. Committees meet four to five times each year.

- Audit Committee
- Human Resources and Compensation Committee
- Governance
- Nominating Committee (once each year)

Board members may be invited to participate in two operational committees: High-Cost Cases and Appeals.

**Fees, Expenses and Reimbursements**

Directors are compensated for attending to LAA business at meetings; preparation time for meetings; and professional development in support their LAA duties. Directors may wish to waive their entitlement to receive fees. Expenses and reimbursements are consistent with those of the Government of Alberta and agencies, boards, and commissions in Alberta.

**Board of Directors Search**

The Board of Legal Aid Alberta received a third-party Governance Diagnostic Report and is moving forward in implementing many of its recommendations including a thorough review of committees, governance, terms of reference and overall effectiveness.

Each year the Board evaluates their skills and experience to identify opportunities that further enhance and diversify expertise and consider succession planning in Board and Committees leadership. The goal is to provide the Board with a greater understanding of its working dynamics, highlight areas of strength and areas of improvement, and improve the overall performance and effectiveness of the Board.

**Personal Attributes**

**Leadership and Relationship Building**

- Lead through inspiring and influencing others, and you enjoy helping others.
- See potential and possibility and enjoy working alongside people to help them achieve their goals.
- People follow you because they buy into the common goal and are inspired by your actions and ambition.
- Considerate and inclusive, you know how to work alongside people as respected peers and partners.

**Interpersonal and Communication Skills**

- Groups of people are motivated by your enthusiasm and you are equally comfortable entering one-on-one conversations with openness and an aptitude for solving problems.

**Sound Judgement and Strong Ethical Foundation**

- Demonstrate sound judgement with people and able to balance good intuition with accurate information.
- Demonstrate the highest standard of ethical dealings with all stakeholders.

**Commitment**

- Belief in and support of the Mission, Vision and Values of Legal Aid Alberta.
- Able to devote adequate time and energy.

**Expertise**

**Relevant Professional Experience**

- Governance
- Business and Management
- Legal and Regulatory
- Human Resources
- Financial and Accounting
- Risk Management
- Public Relations and Media

**Specialized Environmental Knowledge**

- Government and Public Policy
- Human and Social Services

**Personal Effectiveness Skills**

- Leadership and Teamwork
- Strategic Thinking and Planning
- Critical Thinking, Problem Solving

Legal Aid Alberta is seeking diverse candidates from all backgrounds. Diversity includes but is not limited to sex, gender identity, sexual orientation, race, ethnicity, ability, age, religious affiliation, first language, business experience, functional expertise; and the unique experiences, perspectives, identities that individuals bring to the Board of Directors of Legal Aid Alberta.

## **Recruitment Process**

We appreciate all inquiries, and your application will be acknowledged. A selection panel will meet to consider applications and applicants will be advised if they have been selected for a preliminary interview. We anticipate selection to be completed by late Summer and new board members will be welcomed to join the Board of Legal Aid Alberta in the fall of 2022.

## **General Inquiries and How to Apply**

Should you wish to have an informal and private discussion, have general questions relating to the position, the recruitment process or need additional information, please contact Anna Pinkowicz [apinkowicz@legalaid.ab.ca](mailto:apinkowicz@legalaid.ab.ca) or 780-644-1604.

If you are interested in being considered, please examine the personal attributes and expertise described to assess the suitability of your candidacy. By applying you consent to the collection, use and necessary disclosure of the personal information provided during the application and selection processes.

Applications can be sent to;     Anna Pinkowicz  
  Governance Manager  
  [apinkowicz@legalaid.ab.ca](mailto:apinkowicz@legalaid.ab.ca)