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OPPORTUNITY PROFILE

Chief People Officer

About Affinity Credit Union

www.affinitycu.ca

Affinity Credit Union is a values-based, co-operative financial institution, one of Canada's top 10 credit unions with \$11.7 billion in assets under administration. Headquartered in Saskatoon, Affinity serves more than 145,000 members through 50+ locations across 41 communities in Saskatchewan, offering personal banking, agriculture, commercial lending, and wealth management through an integrated, multi-channel experience.

Rooted in co-operative principles, Affinity is 100% member-owned and believes people come before profits, reinvesting in the communities it serves through partnerships, sponsorships, and local initiatives. Affinity is a Forbes-recognized best employer in Canada and has achieved top-decile employee engagement scores for two consecutive years.

Affinity is at a meaningful strategic inflection point, navigating evolving member expectations, technology-enabled service models, and a more complex regulatory environment, while protecting the human, community-rooted identity that sets it apart from the major chartered banks.

Values

Rooted in its values, Affinity is guided by four key principles – being:

- open** about who we are
- honest** about how we work
- inclusive** of all diversities and backgrounds
- committed** to excellence



The Opportunity

The **Chief People Officer** is a senior executive and member of Affinity's Executive Leadership Team, accountable for shaping and executing a people strategy that is deeply human and forward-looking — while protecting the cultural identity that defines Affinity as a values-based co-operative.

The incoming CPO joins a strong, credible HR function with solid fundamentals across recruitment, total rewards, leadership development, and employee engagement. The opportunity is to build on this foundation by deepening the strategic partnership between People & Culture and the business, advancing workforce readiness for a technology-enabled future, and ensuring Affinity's people practices continue to evolve alongside its strategic ambitions. The role carries full accountability for the People & Culture function: talent acquisition, total rewards, learning and development, employee experience, labour relations, DEI, HR operations, and people analytics. The CPO reports directly to the CEO, with governance accountability to the Board's Human Resources committee.

Key Roles & Responsibilities

- Lead enterprise people strategy in partnership with the ELT, contributing to organizational priorities and serving as the principal HR interface to the Board's HR committee
- Build and sustain a high-performing, engaged workforce through effective talent acquisition, succession planning, and workforce management
- Champion leadership excellence - equipping leaders with the tools, skills, and accountabilities to inspire and develop their teams
- Advance a culture of continuous learning and digital readiness, ensuring Affinity's workforce evolves alongside its service and operating models
- Ensure competitive total rewards and a compelling employee value proposition that attracts and retains top talent
- Provide expert counsel on people practices, labour relations, and employee experience across the organization
- Model and embed Affinity's values and culture visibly - within the organization and in the communities it serves

Education & Experience

- Bachelor's degree in Human Resources, Business Administration, or related field; CPHR or equivalent designation preferred
- 8+ years of progressive senior HR leadership, including ideally 3+ years at the executive or C-suite level
- Proven track record developing and executing enterprise people strategy — spanning culture, organizational design, talent management, and workforce planning
- Experience leading HR through organizational transformation in complex, regulated environments (financial services, co-operatives, or equivalent)
- Labour relations background, including collective agreement negotiations and grievance management
- Full accountability across the HR value chain: total rewards, talent acquisition, L&D, DEI, HR operations, and people analytics
- Demonstrated ability to operate as a business partner at the ELT level — contributing to enterprise strategy with credibility earned through both HR expertise and business acumen
- Board governance experience, including reporting to a HR committee
- Alignment with co-operative values: member-first orientation, community commitment, and a genuine belief that people come before profits

Personal Characteristics

Collaboration: A natural collaborator who leads through inclusion and open dialogue. Makes sound, organizationally-minded decisions by bringing the right people together and turning diverse perspectives into practical action.

Integrity and Trust: Uncompromising in ethics and honesty. Treats people with fairness and dignity, and consistently earns the trust of the CEO, Board, executive peers, and employees through transparent, principled conduct.

Business Perspective: Thinks strategically and sees the whole picture. Understands the economic, social, cultural, and demographic forces shaping Affinity's environment and adapts plans accordingly.

Personal Accountability: Leads with humility and authenticity. Takes ownership, communicates with empathy and respect, and applies sound judgment in navigating complex decisions.

Leadership Characteristics - Roles at this level are responsible for working together to lead strategic planning in order to develop Affinity’s strategy and create the vision for strategy execution. As executives, they lead a major function in the organization, ensuring that their part of the business is structured and resourced to deliver (or enable) seamless member experience. They are the keys to organization-wide alignment of purpose and effort. They model cross-functional leadership; building and communicating the big picture business case for change.

Organizational Integration	Leadership Acumen	Vision and Planning	Strategy Execution
<p>Focused on aligning and integrating at the executive level with other major functions of the business to ensure a seamless member experience.</p> <p>Actively ensures cross-functional alignment through participation on executive leadership team and key committees.</p> <p>Proactively scans the external environment to understand change in retail, credit unions and financial services industry, evaluating relevance to Affinity, its strategy and its members.</p> <p>Builds vibrant internal and external networks with a goal to ensure the alignment of business efforts across functional lines and to advance the vision and strategy.</p>	<p>Fosters an environment in which each area of the business takes responsibility for living the values and achieving Affinity’s Member Experience Strategy.</p> <p>Delegates full authority and responsibility to leaders; appropriately empowering individuals with the latitude to accomplish business goals.</p> <p>Develops strategies to manage and facilitate change at the organizational level; leveraging information gained throughout the change process from the whole organization in support of Affinity’s future success.</p> <p>Fosters and encourages robust debate and manages through opposing views to come to the best decision.</p> <p>Fosters collaboration among the executive team and throughout Affinity.</p>	<p>Plays an active role in examining the business in light of the future in order to seize opportunities and mitigate risks.</p> <p>Engages in fleshing out broad strategic direction and setting of core business line strategies.</p> <p>Provides leadership and direction by establishing cultural and behavioral norms and inspiring confidence in and commitment to Affinity’s Member Experience Strategy.</p> <p>Paints an inspiring picture showing different groups how they are/can be part of Affinity’s vision for the future.</p> <p>Directs the evolution, development and implementation of functional systems, services and frameworks.</p>	<p>Provides strategic insight and guidance to other business leaders around functional business plans, initiatives, budgets and performance expectations.</p> <p>Conceives and approves functional area policies, plans, standards and objectives.</p> <p>Provides oversight to senior leaders on business critical projects that are aligned to function or business line.</p> <p>Lives and inspires a culture of empowerment, by pushing down decision making to lower levels and holding people accountable for delivery of organizational goals and objectives.</p>

Equity, Diversity and Inclusion

Affinity operates on values-based principles, one of which is inclusivity. This value guides the decisions that Affinity makes to fulfill its vision of building a better world. Affinity embraces diversity and inclusivity as the basis for innovation and culture among its employees and delivers a remarkable experience to its members.

Affinity was among one of the first credit unions in Canada to sign on to Section 92 of the Truth and Reconciliation Commission of Canada Calls to Action. Throughout Affinity’s reconciliation journey, the organization has sought guidance from Elders, Knowledge Keepers and Indigenous Leaders in the community to help embed meaningful reconciliation into the organization by focusing on three key areas:

		
KNOWLEDGE RECONCILIATION	ECONOMIC RECONCILIATION	VALUES RECONCILIATION
Sharing learning opportunities that are created by and centered on Indigenous voices for employees to understand the history, truth and importance of reconciliation.	Strengthening connections to expand employment, education and economic prosperity with Indigenous Peoples, communities and businesses.	Investing in community initiatives that celebrate Indigenous culture, preserve Indigenous languages and promote reconciliation between Indigenous and non-Indigenous communities.

Affinity is committed to fostering a diverse and inclusive workplace that reflects the communities we serve. We value the contributions of all our employees and support a culture of respect and belonging. Affinity encourages applications from Indigenous persons, racially visible persons, persons with a disability, women, and persons of a minority sexual orientation and/or gender identity, and all candidates who would contribute to the diversity of our organization.

Compensation

A competitive compensation package will be provided, including an attractive base salary, incentives and excellent benefits. Relocation will be provided if required by the successful candidate. Further details will be discussed in a personal interview.

Express Your Interest

Email a cover letter and tailored resume (PDF or Word document only) to **Shalini Bhatt** at apply@leadersinternational.com, indicating the job title in the subject line.

Leaders International

www.leadersinternational.com