NOMINATIONS PACKAGE

DATE: December 2018
TO: Members of Heritage Saskatchewan
FROM: Wendy Fitch, Chair, Nominations Committee
RE: <u>Nominations Package</u> – for those individuals who are interested in letting your name stand for nomination to the Heritage Saskatchewan Board of Directors

Heritage Saskatchewan Alliance Inc. (Heritage Saskatchewan) welcomes your nomination to serve with the Board of Directors as we continue to shape the organization and build a strong future for heritage in the province.

The **Annual General Meeting** (AGM) will take place in **Regina, on Thursday February 21st, 2019**.

The Board has determined that the numbers of Directors for 2019-2020 will be reduced from 12 individuals to 10, as allowed by Bylaw 28a. Therefore, there are four (4) positions (all of which are two-year terms) to be filled at the 2019 AGM.

Those Directors returning to the Board for the second year of their 2-year term include Alicia Buckley, Celine Perillat, Chad Debert, Emma Morris, Erin Folk and Gloria DeSantis.

The attached nomination package includes information regarding qualifications of a board member, time commitment, and policy governance, in addition to information on election protocols and procedures. As part of the nomination process, individuals who put their name forward, will be interviewed by a member of the Nominations Committee in order to:

- ✓ Ensure that the applicant has met the established criteria for nomination, in particular a commitment to the work of the organization and support for Policy Governance.
- ✓ Respond to questions and clarifications.
- ✓ Reiterate expectations that come with the position.

Nomination Deadline – 12 noon February 1, 2019
All applications for nominations must be received no later than 12 noon, Friday February 1, 2019. Nominations are <u>not accepted from the floor</u> at the AGM. For those applications which come in at the final hour (noted above), then the Nominations Committee will need to interview that candidate before 12 noon February 1, 2019.

Nomination Submission
Please return the completed Nomination Form (attached) **by 12 noon, February 1, 2019** to Heritage Saskatchewan's Office, by mail, fax or email:

Nominations Chair, c/o Heritage Saskatchewan
#200 2020 11th Avenue
REGINA SK S4P 0J3
Email: info@heritageask.ca   Fax: (306) 780-9190

Thank you in advance for your interest and support of Heritage Saskatchewan. If you have any questions please do not hesitate to contact **Wendy Fitch** by phone at 306 780-9280 or by email at wendfitch@gmail.com

Attachment: Nomination Package

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NOMINATION FORM - Board of Directors

NAME OF NOMINEE: _____

ADDRESS: _____

Phone: _____ Fax: _____ Email: _____

The following is to be completed by the nominee:

1. I am willing to support and follow Heritage Saskatchewan's Policies. _____ yes _____ no

2. I have read and accepted Heritage Saskatchewan's vision, mission, principles and values, attached.
   _____ yes _____ no

3. I am prepared to participate fully as a member of the board, and in the work of the board that includes: attending board meetings, orientation sessions, annual general and other membership meetings, participating in the liaison program with the membership, committee work, and inter-board activities. (time commitment attached)
   _____ yes _____ no

4. I am willing to become an Individual Member* of Heritage Saskatchewan.
   _____ yes _____ no
   *You must be a member of Heritage Saskatchewan in order to be elected to the Board of Directors.

5. Please attach a one page summary** with the following information:
   - Detail your involvement in heritage activities/organizations, at the local, regional, provincial and national levels (include heritage interests, memberships in heritage organizations and leadership roles).
   - Describe your interest and aspirations for heritage that benefit Saskatchewan residents.
   - Tell us how your experience, skills and background would contribute to Heritage Saskatchewan's vision and mission.
   - Describe your work/professional background and any skills, including any knowledge of Board Governance, that you can bring to the Heritage Saskatchewan board.

_____   _____
Nominee Signature   Date

Privacy Statement
The protection of information is important to Heritage Saskatchewan. We, as an organization, are committed to protecting the privacy of our members, volunteers, clients, partners, and employees. Our commitment is to maintain the confidentiality of your information and preserve your right to privacy. Heritage Saskatchewan collects, uses, and discloses volunteer information in order to establish, manage and recognize a volunteer relationship.
**The one-page summary of your involvement with the heritage community that outlines the experience and skills that you will bring to the position will be distributed to the Heritage Saskatchewan membership and posted on the Heritage Saskatchewan website. www.heritagesask.ca Elected Board member information is retained on the Heritage Saskatchewan website.

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Procedure for Candidate Presentation at AGM

Candidates are encouraged to attend Heritage Saskatchewan's Annual General Meeting to speak to their nomination.

Candidates, if unable to attend in person, may:

1. Submit a digital recording to be played at the meeting
2. Have another individual speak to their nominations.

Time: a maximum of three minutes

Content: an outline of the candidate's skills and experience that will assist the candidate in serving the heritage community. This may include:

- Involvement in heritage activities/organizations at the local, regional, provincial or national levels
- Key achievements and contributions to the heritage community
- Experience, skills and background and how they would contribute to Heritage Saskatchewan's vision and mission.

Presentation (if by digital recording): must be single camera, straight-on visual of candidate providing his or her verbal presentation.

Format: digital recordings are to be in one of the following two formats: mpeg or wma.

Digital recordings are subject to approval by the Nominations Committee.

If the Nominee is submitting a digital recording, this must be accompanied with the completed Nomination Form (previous page) including the nominee's written biography. All items must be in the Heritage Saskatchewan office no later than February 1st 2019.

Heritage Saskatchewan's
Ends, Definition of Heritage, Vision, Mission & Values

ENDS
"Ends" Statements, in Policy Governance language, are the way you succinctly define the result, change or difference that will be made by your organization's activities and who that change or difference will benefit.

        Heritage Saskatchewan's Ends:

Living Heritage is understood and recognized as integral to quality of life for all Saskatchewan citizens.

        Living Heritage builds on inclusive, cohesive, vibrant and sustainable heritage community.

HERITAGE DEFINED
Heritage is what we have received from the past. It shapes our present identity and provides insight for our future. Heritage includes a range of activities in the areas of stewardship, preservation, research, education and engagement. Within this context these activities must exhibit sensitivity to:
- the indigenous natural environment;
- the impact of the interaction between human activity and natural environments; and
- differing perspectives regarding objects, ideas, places and traditions.

VISION
Heritage is a valued and dynamic legacy that contributes to our sense of identity, creates an understanding of our past, is used to build communities in the present, and informs our choices for the future.

MISSION
Heritage Saskatchewan gives voice to Living Heritage.

VALUES
Stewardship
-Heritage is a legacy and a trust that needs to be taken care of as part of all ongoing plans, policies and projects.
-Heritage resources, sites, places and stories must be treated as a legacy for future generations.
Community Based Approach
-We value a focus on heritage activities at the community level while working within the provincial, national and global context.
Inclusive
-Membership and organizational activities will be open to all who have an interest in the stewardship of heritage.
Cultural Diversity
-We value cultural diversity and respect contributions of all cultures in Saskatchewan.
Collaboration
-We value a collaborative approach to heritage stewardship.
Accountability
-Heritage Saskatchewan will be accountable to the people of Saskatchewan by valuing accessibility, transparency and accountability.
-There will be clear, timely, and effective communication to and from the members, public and stakeholders.
Responsiveness
-The work of the organization will be responsive to the needs of the members and the public, and will focus on policy, research, sharing data, public awareness and collaboration.
Recognition
-We value those who contribute to Saskatchewan's heritage.
Leadership
-Heritage Sask values leadership that will proactively develop and promote heritage in a positive, respectful, and collegial manner.

Time Commitment for Board Members

BOARD MEETINGS
Up to four Board meetings are held annually. The dates are set immediately following the Annual General Meeting, allowing Board members to plan for the year ahead. Several of the meetings will be in-person, while others will be conference calls. In total, the Board will meet for, approximately, up to **40 hours** over the course of the year.

BOARD ORIENTATION
In April the first full Board meeting following the Annual General Meeting takes place. Besides regular Board work, a portion of the day is dedicated to Board Orientation for all Board members. This is an opportunity for returning and new Board members to get to know one another and learn to work together; and for all Board members to gain an understanding of the organization and its governance. The length of time for this session is about **5 hours**.

Prior to this meeting, those individuals who have been elected for the first time to the Board will receive a one-on-one orientation that includes the CEO and one or two Board members. This session is to familiarize the new member with Policy Governance and Ownership Linkage in particular; as well as for the individual to begin to start to get to know some of the other Board members. The amount of time for this session is **about 2 hours**, and is usually held over either lunch or supper.

ANNUAL GENERAL MEETING
Heritage Saskatchewan's Annual General Meeting (AGM) is held in late February, tied to Heritage Week (the 3rd week of February). Heritage Saskatchewan's fiscal year end is November 30, and holding the AGM within three months of fiscal year end is necessary in order to comply with corporation requirements. The AGM is required, as per the Corporations Act, to report to the membership on the organization's past year, present the annual audited financial statement, and to elect Directors. Board members are expected to attend. The AGM is about **1½ hours** in length.

OWNERSHIP LINKAGE
The Board is responsible for linking with the legal and moral ownership of the organization. The moral ownership is defined as the 'people of Saskatchewan'; and the legal ownership is the membership. Accordingly the Board will link between the organization and the ownership by: 1) implementing a perpetual, systematic and thoughtful ownership linkage plan; and 2) reporting to the ownership on the results of linkage and the Board's own work on a regular basis, through means including (but not limited to) the Annual General Meeting and reports presented there. Engagements sessions could include engagements with community-based organizations and provincial organizations, institutions, others; and other initiatives as deemed appropriate. Engagement sessions provide Board members opportunities to get to know their owners; to provide their owners with tools (i.e. workshops on specific topics); and to provide owners with opportunities to get to know one another, and to devise methods so they can liaise and learn from one another

COMMITTEES
There are five (5) Board Committees – Executive, Audit, Nominations, Governance and the Performance Evaluation & Compensation Committee (PECC).
The Governance Process (GPs) specifically identify which Directors (President, Past President and Vice President) sit on each of these committees, with room for Directors at large. Tasks and time spent on these committees varies to the task. A calendar outlining the timing for tasks related to each of these committees has been developed and can be referred to when considering involvement on any of the Board Committees. Besides Board Committees, there are Operations Committee, managed by the CEO. From time to time the CEO will invite Board members to participate on an Operations Committee. The amount of time for any Operations Committee varies relevant to the work currently being done.

Policy Governance

Heritage Saskatchewan operates under a Policy Governance framework as its means of governing the organization. Policy Governance was developed by Dr. John Carver in the mid-1970s "as a collection of principles and concepts that make sense as a whole". Dr. Carver describes governance as a "'downward' extension of ownership, not an 'upward' extension of management."

Policy Governance is one way of ensuring that the board is concentrating its efforts in the right area – governance. It is an effective and efficient method of leading.

Policy Governance is a model of governance designed to empower board of directors to meet their obligation of accountability for the organizations they govern. The model enables the board to focus on the larger issues, to delegate with clarity, to control management's job without meddling, to rigorously evaluate the accomplishments of the organization; and to truly lead their organization.

In contrast to the approaches typically used by boards, Policy Governance separates issues of organizational purpose (ENDS) from all other organizational issues (MEANS), placing primary importance on those Ends. Policy Governance boards demand accomplishment of purpose, and only limit the staff's available means to those which do not violate the board's pre-stated standards of prudence and ethics.

The Board's own Means are defined in accordance with the roles of the board, its members, the chair and other officers, and any committees the board may need to help it accomplish its job. This includes the necessity to "speak with one voice". Dissent is expressed during the discussion preceding a vote. Once taken, the board's decisions are not subsequently to be undermined. These Means expectations also set out self-imposed rules for the board regarding the delegation of authority to the staff, and the criteria by which staff performance will be evaluated. Policy Governance boards delegate with care. There is no confusion about who is responsible to the board for meeting board expectations. Double delegation is eliminated. Furthermore, boards that decide to use a CEO function are able to hold this one function exclusively accountable.

Evaluation is nothing more than seeking an answer to the question "Have our expectations been met?" The board, having clarified its expectations, can assess performance in that light. This focused approach reduces the mountains of paperwork boards often feel obliged to review. Moreover, those boards which worry that they are only furnished the data management wants to give them find that, in stating their expectations and demanding a relevant accounting of outcome, they have effectively taken control of their major information needs. Their staff no longer has to read their minds.[1]

The model is owned by the Board and cannot be interpreted by anyone else. Policy Governance requires a commitment by the board to work at a deeper level than is usually the case in non-profits. It demands that the board discipline itself so that it is doing its job, and doing its job appropriately.

> **Governance Policy Categories**
> **1. Ends** – the benefits the organization is to produce, for which people, at what cost or worth. Ends are developed based on the Board's knowledge of and interaction with the "owners"—those to whom the Board is morally accountable.
> **2. Executive Limitations (ELs)** – the boundaries of prudence and ethics within which the Board allows staff to make further decisions about means, the way things are done.
> **3. Board–CEO Relationship (BCs)** – the manner in which the Board delegates authority to staff through the CEO and measures staff performance through evaluation of the CEO.
> **4. Governance Process (GPs)** – the manner in which the Board itself operates, including its philosophy, accountability, discipline, and its own job.

With these policies in place, the Board can delegate the achievement of the Ends to the CEO, be assured that they are in fact being achieved, and that the manner in which this occurs does not exceed the Board's boundaries of prudence and ethics. This assurance is based, not on "trust," but on a carefully structured monitoring process. [2]

[1] Carver, Miriam. http://www.miriamcarver.com/polgov.htm. May 2003

[2] Moore, Jannice. http://www.jannicemoore.com/pg_prime.htm. May 2003