



NOMINATION FORM for Directors

NAME OF NOMINEE: _____

PHYSICAL ADDRESS: _____

PHONE: _____

EMAIL: _____

The following is to be completed by the Nominee:

- YES NO I am an Individual Member of Heritage Saskatchewan
(individuals must be a member of Heritage Saskatchewan in order to be a Nominee for the Board of Directors).
- YES NO I am willing to support and work within Heritage Saskatchewan's Policy Governance™ framework
- YES NO I accept Heritage Saskatchewan's vision, mission and values
- YES NO I am prepared to participate fully as a member of the Board, and in the work of the Board that includes attending Board and board committee meetings, orientation sessions, the Annual General Meeting and other related meetings, including inter-board activities
- YES NO I will provide a one-page biography (to be distributed to the membership and posted on the Heritage Saskatchewan website, www.heritagesask.ca) and that includes the following:
- a description of the nominee's work, professional background
 - a description of any knowledge and experience of board governance
 - a description of involvement in heritage activities / organizations (if any), at the local, regional, provincial and national levels (this can include heritage interests, memberships in heritage organisations and leadership roles)
 - a description of how the nominee's experience, skills and background would contribute to Heritage Saskatchewan's vision, mission and values

Signature of Nominee

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 to establish, manage and recognize a volunteer relationship.

Declaration by a member of the Heritage Saskatchewan Nomination Committee:

I have reviewed the information provided by this Nominee; and I have interviewed this individual to ensure that they meet the requirements as determined by Heritage Saskatchewan, as set out in the Nomination Committee Handbook.

Board Members Name

Board Members Signature

Date

Updated: November 2024

Procedure for Candidate Presentation at the Annual General Meeting (AGM)

Note – the AGM is held virtually, by Zoom, on Thursday, 20 February 2025, at 11:00 am.

Candidates are encouraged to attend Heritage Saskatchewan's AGM to speak to their nomination. Each candidate is given a maximum of two (2) minutes. Content should include an outline of the skills and experience that will assist the candidate in serving on a governance board. This may include:

- Involvement (if any) in heritage activities/organizations at the local, regional, provincial or national levels
- Knowledge and experience (if any) on Policy Governance™ boards
- Key achievements and contributions to the heritage community (if any)
- Experience, skills and background and how they would contribute to Heritage Saskatchewan's vision and mission.

If the candidate is unable to attend the AGM, they may:

- Have another individual speak to their nominations
- Submit a digital recording* to be used at the meeting

*If the candidate is preparing a digital recording to be used at the AGM, the digital presentation must be single camera, straight-on visual of the candidate and the recording must be received by the Heritage Saskatchewan office, at least one full week in advance of the AGM.



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

ENDS

Living heritage is understood and recognized as integral to the wellbeing of all Saskatchewan citizens.

NOTE re “Ends” Statements:

In Policy Governance™ language, the Ends statements 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 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

Respect for Diversity - We embrace diversity, creating environments that are accessible and free from prejudice, and where we feel a sense of belonging.

Innovative/or Innovation - We encourage innovative and creative approaches that encourage new ideas and methodologies.

Empowerment - We seek to create an environment where we work with and empower others to advance the heritage industry.

Stewardship - We endeavour to make decisions that reflect our responsibility to future generations.

Time Commitment for Board Members

BOARD MEETINGS

Up to seven 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 the majority will be held virtually. 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. In addition to the regular board business, 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 for all Board members to gain an understanding of the organization and its governance. The length of time for the board orientation session is about **5 hours**, however an additional amount of time is recommended for each board member to read and become familiar with all the governance policies.

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(s) with Policy Governance™ and to become comfortable with Heritage Saskatchewan's governance processes. The amount of time for this session is **about 2 hours**.

ANNUAL GENERAL MEETING

Heritage Saskatchewan's Annual General Meeting (AGM) is held in late February, on the third Thursday of the month. Heritage Saskatchewan's fiscal year end is November 30, and holding the AGM within three months of fiscal year end is necessary to comply with incorporation 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 **1 hour** in length.

OWNERSHIP LINKAGE

"Ownership Linkage allows the Board to establish a trusting relationship with its owners."

CONNECT: A Guide to Ownership Linkage by Jannice Moore, 2008

The Heritage Saskatchewan Board of Directors is connected to a diverse range of consumers. Through this connection, the Board is aware of current opportunities and challenges for heritage in Saskatchewan, Canada and the world. Our 'owners' include both a legal (membership) and moral (people of Saskatchewan) ownership and therefore, the Board has a responsibility to connect with them through a variety of means. This may include implementing a perpetual, systematic and thoughtful ownership linkage plan. Specific to the legal ownership, the Board's own work will include (but not limited to) the Annual General Meeting and reports presented there. Other opportunities may include attendance at pre-approved specific events on behalf of Heritage Saskatchewan, and professional development sessions scheduled as a part of Board meetings.

COMMITTEES

There are four (4) Board Committees – Audit, Nominations, Governance and the Performance Evaluation & Compensation Committee (PECC). Heritage Saskatchewan has established a set of Governing Policies whereby the Governance Process (GPs) policies 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 each of these committees varies. 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.

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.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.

Policy Governance™ 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