

## **CALL FOR NOMINATIONS**

### **Heritage Saskatchewan Board of Directors**

TO: Members of Heritage Saskatchewan  
FROM: Sandra Massey, Chair, Heritage Saskatchewan Nomination Committee

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.

There are several positions to be filled at our second **Annual General Meeting** to be held in Regina **26 February 2011**. All positions are for a two year term.

Returning Board members include Kristin Enns Kavanagh, President, Terry Sinclair, Gary Seib, Wally Dyck, Anne Reinhardt, and Sandra Massey.

The attached nomination package includes information contained in Heritage Saskatchewan's constitution and bylaws, time commitment and policy governance, in addition to information on election protocols and procedures. If you have any questions please do not hesitate to contact me by phone 306-757-4737 or by email: [rosewood.sj@sasktel.net](mailto:rosewood.sj@sasktel.net).

Thank you in advance for your interest and support of Heritage Saskatchewan and our collective vision.

Attachments

**NOMINATION FORM**  
**Heritage Saskatchewan 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 accept Heritage Saskatchewan's vision, mission, principles and values, (attached)

\_\_\_\_\_ yes \_\_\_\_\_ no

3. I am willing to learn and participate in governing through the Policy Governance™ Model.

\_\_\_\_\_ yes \_\_\_\_\_ no

4. I am prepared to participate fully as a member of the board, and in the work of the board which 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

5. I am willing to become an individual member of Heritage Saskatchewan.

\_\_\_\_\_ yes \_\_\_\_\_ no

6. 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 that you can bring to the Heritage Saskatchewan board.

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Nominee Signature

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Date

**In order for an applicant's nomination to be promoted to the membership it must be received by January 8<sup>th</sup> 2011. Applications received after this date will be treated as a nomination from the floor.**

Please return by January 8<sup>th</sup>, 2011 to:

Nominations Chair  
c/o Heritage Saskatchewan Alliance Inc.  
#200 2020 11<sup>th</sup> Avenue  
REGINA SK S4P 0J3

Applications may also be sent in by email: [info@heritagesask.ca](mailto:info@heritagesask.ca)

### **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 community involvement which outlines the experience and skills which you will bring to the position will be distributed to the Heritage Saskatchewan membership and posted on the Heritage Saskatchewan website. Elected Board member information is retained on the web site.

# **Excerpts from the Heritage Saskatchewan Constitution & Bylaws**

## **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 Statement**

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 Statement**

Heritage Saskatchewan is the collective voice of all those who value heritage in Saskatchewan.

## **Goals**

1. Identify and assess the heritage needs of Saskatchewan.
2. Develop and influence broad policy options.
3. Build community.
4. Expand public awareness and understanding.

## **Principles & 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 Saskatchewan values leadership that will proactively develop and promote heritage in a positive, respectful, and collegial manner.

## **Time Commitment for Member of the Board of Directors**

**Board Meetings**

Up to four in-person board meetings are held annually. They are normally Friday evening continuing to Saturday. (6-9 hours per meeting). Days are subject to change.

**Conference Calls**

Up to six conference calls may be required in addition to the in-person meetings (one to three hours per meeting, depending on the topic).

**Board Linkage with the Membership**

One of the major functions of the board is to connect with the membership. This connection is through attendance at meetings, conferences and other major events, as well as to occasionally contact the ownership directly when necessary. The liaison assignment is treated as being an ambassador for the organization.

**OTHER**

Whenever possible the following meetings will be combined with regularly scheduled board meetings.

**Annual Orientation** – opportunity for returning and new board members to learn about working together, and for new board members to gain an understanding of the organization. (10 - 16 hours)

**Annual Planning** – opportunity for board and staff to revisit and revise all policies to enable the organization to strive toward its ends (16 hours).

### **Annual Meeting (one evening plus following day)**

Normally, in mid-February, the Annual General Meeting is held for Heritage Saskatchewan to report to the membership on its yearly operations and to elect Board members. Also at this time there is an opportunity to consult with the membership and network.

### **Government Advocacy**

Board members may be asked to support Heritage Saskatchewan's efforts in advocating to government to further the course of heritage in the province. The time commitment required will be dependent on current issues and activities.

Additional time related to committee participation may be required.

## **Policy Governance**

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 accomplishment of the organization; 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.<sup>1</sup>

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 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** – 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** – 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** – 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.<sup>2</sup>

<sup>1</sup> Carver Miriam. <http://www.miriamcarver.com/polgov.htm>. May 2003

<sup>2</sup> Moore, Jannice. [http://www.jannicemoore.com/pg\\_prime.htm](http://www.jannicemoore.com/pg_prime.htm). May 2003

## **Election Protocol**

In keeping with its mandate, Heritage Saskatchewan has opened up the process to seek elected positions on the Board of Directors to people living in Saskatchewan who have a demonstrated interest in the cultural life of the province.

Prospective nominees are interviewed by the Nominations Committee to determine, among other things, their commitment to the work of the organization; their support for

policy governance; and their level of heritage activity, in particular, their experience in the various areas that comprise heritage (as per the Heritage Saskatchewan definition of heritage).

Once they have been vetted by the Nominations Committee, nominees are responsible for convincing the voting members of Heritage Saskatchewan that they are the most suitable persons for the Board of Directors.

To ensure that the election process is fair, open, not unduly complicated, and smoothly run, the Heritage Saskatchewan Board has established the following protocol governing elections to the Board of Directors:

1. After the call for nominations has been made three times during the Annual General Meeting, a motion to cease nominations for the Board positions will be passed.
2. Scrutineer(s) shall be appointed by the voting members present to count the ballots.
3. Nominees or their representatives will be asked to speak to their nomination (for a maximum of three minutes with the Chair of the Nomination Committee signaling the end of three minutes).
4. Voting members will be asked to cast ballots for the slate of candidates presented by the Nominations Committee as well as any candidates nominated from the floor at the Annual General Meeting. When nominations come from the floor the Chair of the Nomination Committee will recess the meeting to discuss with those candidates the scope of the work and the time commitment required.
5. The candidates with the most votes will be declared elected. In the case of a tie vote, a run-off election between the tying candidates will take place.
  - a) Second ballots are distributed.
  - b) Voting members write in the candidate's name.
  - c) Ballots are collected.
6. At the conclusion of the election, there is a call for a motion to destroy the ballots.

### **Procedure for Candidate Presentation at Annual General Meeting**

Candidates are encouraged to attend the meeting to speak to their nomination.

Candidates, if unable to attend in person, may:

1. Submit a DVD to be played at the meeting
2. Have another individual speak to their nomination.

Time: a maximum of three minutes

Content: an outline of the candidate's skills and experience which will assist the candidate in the position for which they are being nominated. This can include:

- involvement in heritage activities / organizations at the local, regional, provincial or national levels
- key contributions and achievements to heritage development in the province
- experience, skills & background and how they would contribute to Heritage Sask vision & mission.

Presentation (if by DVD): must be single camera straight on visual of candidate providing their verbal presentation

Format: DVDs are to be in one of the following two formats: mpeg or wma

DVDs must be received by February 10<sup>th</sup> 2011

DVDs are subject to approval by the Nomination Committee Chair

