



POLICY GOVERNANCE™

SaskCulture has adopted Policy Governance™ 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 boards 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.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 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.²

¹ Carver, Miriam. www.carvergovernance.com. May 2003

² Moore, Jannice. www.governancecoach.com. May 2003



SASKCULTURE INC. BOARD OF DIRECTORS POLICY

Policy Name: Governance Succession
Policy Type: Governance Process

Number: GP-15

In keeping with the Board's commitment to excellence in governance, the Board shall strive to solicit from the membership candidates for positions on the Board who have characteristics which will enable them to govern, not to manage, the organization. These characteristics include:

1. General Criteria

- 1.1 Commitment to linking with the ownership. Understanding that they stand in for an ownership of diverse people; willing to actively seek to access and understand that diversity
- 1.2 Commitment to the ongoing development of cultural literacy
- 1.3 Ability and willingness to deal with vision and the long term, rather than day-to-day details
- 1.4 Interest in and capability to discuss the values underlying the actions taken in the organization, and to govern through the broader formulations of these values
- 1.5 Willingness to delegate the implementation of values to others
- 1.6 Ability and willingness to participate assertively in deliberation, while respecting the opinions of others
- 1.7 Willingness and commitment to honour Board decisions once they are made
- 1.8 Commitment not to make judgements in the absence of previously stated criteria
- 1.9 Ability to start and end every analysis and evaluation with the standard of what is right

2. Community of Interest Specific Criteria

- 2.1 Arts
 - Demonstrated interest, experience and knowledge of the arts and the broader cultural community
 - Demonstrated knowledge and respect for the diversity of the arts
 - Knowledge of current issues facing the arts
 - Willingness to expand his / her knowledge of the arts
- 2.2 First Nations
 - Demonstrated interest, experience and knowledge of First Nations and the broader cultural community

- Demonstrated knowledge and respect for the diversity of First Nations
- Knowledge of current issues facing First Nations
- Willingness to expand his / her knowledge of First Nations

2.3 Métis Nation

- Demonstrated interest, experience and knowledge of Métis communities and the broader cultural community
- Demonstrated knowledge and respect for the diversity of Métis communities
- Knowledge of current issues facing Métis communities
- Willingness to expand his / her knowledge of Métis communities

2.4 Multiculturalism

- Demonstrated interest, experience and knowledge of the multicultural community and the broader cultural community
- Demonstrated knowledge and respect for the multicultural diversity of Saskatchewan society
- Knowledge of current issues facing the multicultural community
- Willingness to expand his / her knowledge of multiculturalism
- Adherence to the values outlined in the Saskatchewan Multicultural Act (1997)

2.4 Heritage

- Demonstrated interest, experience and knowledge of heritage and the broader cultural community
 - Demonstrated knowledge and respect for the diversity within the heritage community
 - Knowledge of current issues facing heritage
 - Willingness to expand his / her knowledge of heritage
- For these purposes, heritage is defined as our social and natural inheritance: the objects, ideas, places, and traditions of intrinsic value which have shaped our present and will guide our future

2.5 Cultural Industries

- Demonstrated interest, experience and knowledge of cultural industries and the broader cultural community
- Demonstrated knowledge and respect for the diversity within cultural industries
- Knowledge of current issues facing cultural industries
- Demonstrated community involvement in a leadership capacity in the advancement of cultural industries in Saskatchewan

2.6 Member at Large

- Broad interest, experience and knowledge in the cultural community
- Demonstrated knowledge and respect for the diversity within the cultural community as a whole
- Cross disciplinary experience
- Knowledge of current issues in the cultural community
- Board experience in the non-profit community