LIFESAVING SOCIETY®
The Lifeguarding Experts

~ DIRECTOR RECRUITMENT 2024 ~

ROYAL LIFE SAVING SOCIETY CANADA,
ALBERTA AND NORTHWEST TERRITORIES BRANCH

Date: January 19, 2024

To: Members of the Royal Life Saving Society Canada, Alberta and Northwest Territories
                 Branch

From: Mrs. Barbara Costache, Nominations Service Unit Chair

Subject: Director Recruitment

The Nominations Service Unit is seeking Expressions of Interest from individuals interested in serving as a Director of the Board for the Lifesaving Society. Interested individuals are encouraged to review the Director Recruitment package. The Society Annual General Meeting will take place in Edmonton on Friday June 14th, 2024.

Position(s) open are:
Director – At large – 1 Position – Two-year term

Director Responsibilities:
The purpose of the Board, on behalf of Albertans and residents of the Northwest Territories, is to ensure that the Lifesaving Society achieves appropriate results for appropriate persons at an appropriate cost and avoids unacceptable actions and situations. The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

The Board will govern with an emphasis on:
- Outward vision rather than internal preoccupation
- Encouragement of diversity in viewpoints
- Strategic leadership over administrative detail
- Clear distinction of Board and Executive Director (ED) roles
- Collective rather than individual decisions
- Future rather than past or present
- Proactivity over reactivity

Director Requirements:
- Demonstrated effective communication and interpersonal skills
- Able to attend Board and Society meetings (travel, nights, and weekends may be required) with a minimum of four meetings per year (one or two of the meetings may be overnight)
- Commit to 60 – 80 hours a year for Board work

- Comply with Board code of conduct and Board screening requirements, including privacy legislation and disclosure
- Provide a criminal record check
- Provide two references indicating strong moral values (e.g., team player, trustworthy, confidentiality)
- Be familiar with mission and vision of the Society (see Director Recruitment package)
- Demonstrate a belief in the Society mission, vision, and values
- A minimum of two years of experience with a similar board, preferred
- Be a conceptual thinker
- Able to grasp the big picture
- Have a visionary mentality
- Be a true team player
- Demonstrated use of authority
- Demonstrated understanding of leadership
- Theoretical and demonstrated working knowledge of the operation of a policy governance system
- Board policy process experience and understanding of collective decision making

Process/Timeline:
Interested individuals for Director must be supported by two voting members in good standing.

Voting Member – an Honorary Member, Active Member, or Affiliate Member.

- **Honorary Member** – include individuals appointed by the Society who are in good standing.
- **Active Member** – include leadership volunteers such as current instructors, trainers, and coaches in good standing.
- **Affiliate Member** – include responsible agency, corporation, association, organization, or individuals in good standing, recognized by the Society and who have paid a membership fee.

To be considered for appointment as a Director, interested individuals must complete and have two voting members in good standing sign the attached Expression of Interest form and submit it to the Nominations Service Unit C/O Lifesaving Society Office via email: Careers@LifeSaving.org.

Other Required Documentation:
- Resume
- Two references
- Security check
- A cover letter indicating expression of interest and agreement to the terms and conditions to be considered for appointment as Director. The letter should also include a description of what Policy Governance means to you, agreement to a reference check, contact information, and the best time for the Nominations Service Unit Chairperson to contact you.

Expression of Interest Form

I _____ would like to express interest to be considered for appointment as a

Director of the Board and agree to the terms and conditions as outlined.

_____

Applicant Signature

We support _____ to be considered as a Director of the Board. We certify

that we are members in good standing with the Society.

_____

Voting Member Signature

_____

Voting Member Signature

Submit to:
Nominations Service Unit, c/o Lifesaving Society
13123 – 156 Street Edmonton AB
T5V 1V2

Inquiries and requests for additional information should be directed to experts@lifesaving.org (add
Attention: Executive Assistant in subject heading) or phone (780) 415-1755.

Understanding John Carver's Policy Governance

To Govern

Among other things, the word "govern" means: to rule or control... with authority; conduct the policy and affairs of an organization; influence or determine (a person or a course of action); be a standard or principle for; serve to decide. Governance refers to: the act or manner of governing; the office or function of governing.

What is Policy Governance?

Think of Policy Governance as good parenting. Parents teach their children their values, beliefs, and bottom-lines, but not through excessive rulemaking. They make a few big rules that reflect those values and beliefs in a way that can be easily applied across multiple situations. When children act inappropriately, parents are the ones to say "No, you cannot do that." Parents look to the future, instead of focusing solely on the present or past. They raise their children to be people of benefit to society. They work out what it is they are meant to do and how to be a good parent. They relate to their children. At some point, they also need to trust that all the things they have taught have become part of their children's being.

In a general sense, you can think of the Lifesaving Society as the child and the Board of Directors as the parent.

Policy Governance is about boards governing in the truest sense of the word. It is up to the board to stay accountable and ensure that it does its job properly, and John Carver's Policy Governance provides boards with a model for governing. The Policy Governance model:

- Supports vision
- Explicitly addresses fundamental values
- Calls for an external focus over focus on internal organizational structure
- Separates large issues from small ones
- Pushes for forward and future thinking
- Encourages proactivity, where boards can create and not just approve
- Encourages diversity and unity
- Describes relationships to different stakeholders, including owners
- Defines how a board does its job and how it works to remain self-disciplined
- Determines what information is needed
- Maintains balance between over control and under control by clarifying the areas that need greater control
- Uses board time efficiently and productively

For more information about the Policy Governance model and how it works, we have outlined some key sections down below.

What is a Board?

Carver believes that board members are not simply volunteers, because they are not there just to help. They are there to govern, and this creates a responsibility and accountability that does not always exist in other volunteer positions. Instead, Carver defines board members as **trustees**, which is a much more serious business. Trustees act on behalf and in the best of another person.

Carver states that boards owe their primary allegiance to those who are both their legal and moral owners. For most non-profit associations, that is usually the community at large. Non-profit organizations exist to serve some greater good, and that good is generally meant for all people's benefit. By using the term moral ownership, Carver draws our attention to the seriousness of trusteeship. To be morally accountable to someone is heavier than to simply be legally accountable. It implies care, concern, compassion, and a humanness that can be lacking when one is simply fulfilling their legal responsibilities. To be morally accountable to owners places a responsibility on board members that demands they take their jobs seriously and govern responsibly, efficiently, and effectively.

Board members must learn to think of themselves as trustees: people entrusted with something huge that makes a difference. They must not act in the best interests of themselves, but on behalf of others.

Boards should not merely represent their owners either; they need to connect with them too. This means talking with them or, when this is not possible, talking with other boards who share the same ownership (this does not mean talking with boards that share a traditional bond). It is community trusteeship that organizations have in common, not their products. Carver states that this sense of diversity can develop mutual respect and a fuller awareness of what is being pursued in the public's name.

The Policy Governance model begins with the principle that governing boards are accountable for the organizations they govern, and that they exist on behalf of a larger group of people who either legally or morally own the organization. Since they answer to that ownership, a board must define its expectations, assign those expectations to others, and check to make sure they have been met. They do this through policy making.

Leadership through Policy

Policies can be a powerful leadership tool. Through them, boards of organizations state their values, beliefs, and chart the future. Explicit policies offer opportunities to think big and to lead others to do so too. When policies are used properly, boards can:

- Affect many issues with less effort, because their policies grasp the most fundamental elements of the organization
- Avoid the need to recruit members with a specific expertise, like accounting or law
- Focus on the important, fundamental things
- Dream, be inspired, and have vision
- Become leaders
- Gain control over what matters and avoid getting lost in the details
- Become proactive

Policy Making

Carver describes policy making in terms of a set of mixing bowls. Policies come in a range of sizes. In Policy Governance, values are expressed through the words of a particular policy, and larger values contain and limit the content of smaller ones. So once a board has chosen its largest value and settled on the language of its associated (and largest) policy, it can begin deciding what to do about all the smaller value issues that come out of this largest one.

Carver suggests that because they are like mixing bowls, policies can also be nested from largest to smallest. After addressing the largest bowl (i.e., policy), the board can decide to either work on another bowl (the 2nd largest level), then another (the 3rd level) until they decide to stop, or it can stay at the largest bowl. The point here is that the board stops narrowing their focus (and controlling things) when it agrees that the issue is clarified enough and the nest is complete. This is the point when the policy becomes a living document to be consulted, worked with, followed, and achieved. In the case of Ends policies and Executive Limitations Policies, the work is then delegated to the ED.

In Policy Governance, boards establish policies in three steps:

1. State the broadest, largest issue first
2. If necessary, consider the issue and decide if it needs to be narrowed down
3. Continue narrowing the focus until the policy can be taken and reasonably interpreted by others (e.g., the ED)

Levels cannot be skipped – this must be a logical process. The difficult decisions at the 1st level (i.e., the largest issue) must be dealt with at the beginning. This process forces individuals to look at the big picture first and the details later.

Policy Categories

In Policy Governance, board policies deal with:
1. Ends to be achieved
2. Means to those ends
3. The Board-Staff Relationship
4. The process of governance

While boards are also responsible for connecting with their external environment (e.g., talking to members and other boards) and assessing executive performance, policymaking is still the board's central role. Through its policies, the board's positions and intentions are clearly stated.

1. Ends to be Achieved

Ends describe what the results of being in business should be and how an organization's existence affects the world.

Ends:
- Are the reasons why we create an organization: from an organization's existence, the world is changed because a person is made better off in a certain way (e.g., they were hungry before, and now they're fed)

- Relate to the long and short term
- *Define: what human needs are satisfied, for whom, and at what cost*
- Are the most critical of all policy areas
- Are the most important part of board work
- Are NOT directly concerned with how the organization operates and are not direct statements of an organization's philosophy, beliefs, or wishes. *They are direct statements of the difference an organization makes*
- Deal with issues outside the board and the organization
- Are unique to each organization
- Can begin with a Mega-Ends statement, otherwise known as the Mission or Purpose of the organization. It defines: *What is made different about the world because we do business? How will society change as a result of our existence?* Other Ends policies can come out of the Mega-Ends policy

Here's a general example:
- Literacy can be looked at as an Ends issue
  - *What is the end result?* Literacy
  - *Who does it effect?* For this example, we can say elementary school-aged children
  - *What is the cost?* Perhaps around $6 million
- Implementing a reading program for children in grade two through seven is a more specific example and not an Ends issue

2. Means to the Ends
- After deciding where to go, a Board must figure out how to get there. This is where Carver's Policy Governance can get a little tricky.
- The Ends are the results and outcomes, but the Means describe how to get to these desired results.
- Carver emphasizes that it is important to keep Ends and Means separate. Not only are they different things, but when they get muddled, so do the lines of communication. This can lead to responsibility overlap, resentment, bottlenecks (e.g., needing board approval for everything), and lost opportunities for creativity.

3. The Board-Staff Relationship
- Carver also states that policies on board means (e.g., board-staff relationship and board governance process policies) should be kept separate from policies about staff means (e.g., executive limitations policies).
- A goal of this model is to remove boards from the business of how staff do their job and into the business of governing. This does not mean establishing more policies related to personnel, budget expenditure, or how the organization and its staff do business. Instead, boards should learn how to communicate their values and the results they find important to staff, then trust that staff will do their work and achieve those Ends with those values in mind.
- To do this, the board needs to learn to speak its values through policies that are directed at one staff member: the ED. The ED is the board's link to staff and vice versa. Once the Ends are

established (or in other words, when the smallest bowl in the set is nested), the board lets the policy go and allows the ED to reasonably interpret the board's words. Using the Ends policies, the ED and staff will create their own means, all of which will be geared toward achieving the Board's Ends.

- While boards are not allowed to get involved in how staff do their work, Carver recognizes that staff still need to know the board's bottom-line values about how they should work. He maintains that the board's only interest in staff means should be that they are: effective, prudent, and ethical. Checks on these means are not done on the means themselves, but on the Ends that the board is concerned about. Effectiveness should be measured by how well staff meet the Board's policies regarding Ends.

- **Executive Limitations Policies** are policies that define the board's principles in terms of effectiveness, prudence, and ethics. These policies limit the choices of staff means (i.e., the practices, activities, circumstances, and methods they can engage in). In addition to staff means are board means. These deal with the board's job of governing its own procedures and practices. This is where the board essentially instructs itself. It discusses its meetings, its chair (in our case, the President), and its committees. Board means do not cover areas that the ED is responsible for (i.e., services, programs, finances, and personnel). Board means are divided into two parts: how the board relates to staff (i.e., Board-staff or Board-executive Linkage policies) and how the board does its job (i.e., Governance Process policies).
- **Board-Staff/Board-Executive Linkage Policies** talk about how the board delegates work to staff, its view of the ED's role, and how it monitors performance.

4. The Process of Governance
- **Governance Process Policies** discuss how the board does its job, who its owners are, the principles and ground rules the board will follow during discussions, and decision making; self-discipline; how it will stay in touch with the ownership; how it will ensure one voice.

Policies must be:
1. **Explicit**: they must be written
2. **Current**: up-to-date policies are the only ones that work; they become living documents that are always referred to
3. **Literal**: they must mean what they say
4. **Centrally Available**: policies are the way the board speaks, so they must be easily available
5. **Brief**: they must be concise and to-the-point, yet say everything they need to say
6. **Comprehensive**: by dealing with the broadest issue first, then narrowing focus, boards ensure their policies address the things they believe are important.

A board's values and perspectives may change over time. When this happens, boards need to change the language in its policies to reflect the shift in value or perspective. It is not good practice to add another policy and leave the old one in. The number of board policies should stay relatively small so that they can continue to live. While the idea for a new policy or policy change can come from anywhere, it is the

board's responsibility to continually weigh policy issues. This is what the board does – it governs through policies.

The Policy Governance model then, is a tool that helps boards govern by:
- demanding they deal with the big picture before anything else: the *why are we here*, *who are we here for*, *what difference does our presence make*, and *at what cost* questions.
  - *- Ends Policies*
- helping boards clarify how to do their job, delegate work (and feel comfortable doing so), and remember to speak with one voice; how to define who the moral (and/or legal) owners are and how to contact them (directly or indirectly through other boards); and how to work through a logical policy making process.
  - *- Governance Process Policies*
- helping boards clarify where their staff fit in making the board's vision come true, helping boards to understand that governing does not mean getting involved in staff work, and instructing no staff but the ED.
  - *- Board-Staff or Board-Executive Linkage Policies*
- helping boards to identify what behaviors they are uncomfortable with and do not want their staff to engage in.
  - *- Executive Limitations Policies*

The result is a board that attends to its job and governs.

2022-2023 ENDS Statement

Alberta & Northwest Territories

LIFESAVING SOCIETY

Keeping Canada free from drowning and water related injury.

Who Are We?

The Lifesaving Society, Alberta and Northwest Territories Branch is a charity with a mission to prevent drowning and water-related injury and is the governing body for Lifesaving Sport.

The Society provides expertise to communities and decision makers and is a leader in drowning and water-related injury prevention.

The Society sets standards, collaborates with partners and provides education to empower the residents of Alberta and Northwest Territories to be safe in, on and around water.

LIFESAVING SOCIETY®
The Lifeguarding Experts

What Do We Do?

Training Programs and Certifications

The Lifesaving Society provides certification of professionals. The Society enables communities to provide quality programs that focus on encouraging participants to lead an active and safe life at home, work and play.

Public Education and Relations

The Lifesaving Society builds awareness and shares knowledge about safe behaviours in, on and around water and ice. The Society supports communities to provide accessible swim and survival skill training.

Evidence Informed Practice

The Lifesaving Society supports research through collecting and analyzing industry data. The Society examines research to inform decision makers, organizations, and community best practice.

Safety Standards

The Lifesaving Society provides leadership in setting standards. The Society contributes expert opinion and advises partners and communities on procedures, standards, and legislation.

Recreation and Sport

The Lifesaving Society is the recognized Provincial Sport Organization for Lifesaving Sport. The Society provides long term athlete development opportunities for the pursuit of athletic excellence and enhancing wellness.

780.415.1755 | Experts@LifeSaving.org
www.LifeSaving.org

Lifesaving Society, Alberta and Northwest Territories Branch

Director Recruitment 2024

Policy 15

POLICY TYPE: Governance Process
POLICY TITLE: Governance Style

The Board will govern with an emphasis on:
- Outward vision rather than internal preoccupation
- Encouragement of diversity in viewpoints
- Strategic leadership more than administrative detail
- Clear distinction of Board and chief executive (ED) roles
- Collective rather than individual decisions
- Future rather than past or present
- Proactivity rather than reactivity

The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board's values. The Board will not allow an officer, individual, or service unit of the Board to hinder or be an excuse for not fulfilling Board commitments.

The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspective about ends to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term effects outside the organization, not on the administrative or operational means of attaining those effects.

The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.

The Board will monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Staff (ED) Linkage categories.

Policy 16

POLICY TYPE:	Governance Process
POLICY TITLE:	Board Job Description

The specific job outputs of the Board are those unique values-added that ties ownership prerogatives to organizational performance.

The Board will be the link between the organization and the ownership.

The Board will produce written governing policies that, at the broadest levels, address each category of organizational decision.

- **Ends**: Organizational products, effects, benefits, outcomes, recipients, and their cost or relative worth (what good for which recipients at what cost).
- **Executive Limitations**: Constraints on executive authority that establish the prudence and ethical boundaries within which all executive activity and decisions must take place.
- **Governance Process**: Specification of how the Board conceives, carries out, and monitors its own tasks.
- **Board-ED Linkage**: How power is delegated and its proper use monitored; authority and accountability of the ED role.

The Board will produce assurance of ED performance (against policies in 2a and 2b).

POLICY TYPE:	Governance Process
POLICY TITLE:	Board Members – Code of Conduct

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Members must represent unconflicted loyalty to the interest of the ownership. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the organization's services.

Members must avoid conflict of interest with respect to their fiduciary responsibilities.

- There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization, except as procedurally controlled, to assure openness, competitive opportunity, and equal access to inside information.
- When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
- Board members must not use their positions to obtain employment with the Society for themselves, family members, or close associates. Should a member desire employment, he or she must first resign.
- Members will annually disclose their involvements with other organizations, with vendors, or any other association that might produce a conflict.

Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.

- Members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
- Members will give no consequence or voice to individual judgments of ED or staff performance.

Members will respect confidentiality appropriate to issues of a sensitive nature and comply with applicable privacy legislation.

Members must disclose any unpardoned criminal convictions, currently ongoing indictable investigations or mental health certifications or commitments.