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During Govern's F2F Advanced Practitioners Forum in February of this year, the Consistency Framework Team asked participants to provide their feedback on Govern's 'criteria' for Advanced Governance Systems. As we had hoped, participants provided feedback... [\[Read More\]](#)

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**Updates to Govern's "Criteria" for Advanced Systems of Governance**

*By Richard Stringham, Karen Fryday-Field, Eric Craymer, and Linda Stier*

During Govern's F2F Advanced Practitioners Forum in February of this year, the Consistency Framework Team asked participants to provide their feedback on Govern's 'criteria' for Advanced Governance Systems. As we had hoped, participants provided feedback along with constructive ideas to help the Team in its first revision of the criteria. The revised criteria are outlined below.

Yes, you read that correctly. The original version was developed by the late

Caroline Oliver and the IPGA Board, prior to the transition to GOVERN for IMPACT and as part of the Govern Ends Policy refresh. The criteria are not viewed as being timeless, but rather we expect that they may well change as we continue to learn and challenge our understanding of the concepts of Advanced Governance Systems. Consequently, this was the first revision with more expected to come.

On behalf of the Consistency Framework Team (Eric Craymer, Karen Fryday-Field, Linda Stier, and Richard Stringham), thank you to those who participated in the February exercise. The collective wisdom of this community is greatly appreciated.

In the interests of further improving these criteria, we invite comments, critiques, and suggestions to any of the Team Members.

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### **'criteria' for Advanced Systems of Governance**

Govern believes that Policy Governance is an advanced system of governance. We developed the following list of criteria that delineates our definition of an advanced system of governance. The criteria provide a basis for comparing and learning about systems of governance and assessing the degree to which a presented system, model, theory of governance or set of guidelines matches our idea of an advanced system of governance. Advanced is defined by the Oxford English Dictionary as *"far on or ahead in development or progress"*.

Although we believe in the criteria we have developed and believe they can provide a context in which Policy Governance and other advanced systems of governance can evolve, Govern is open to amending any of the following criterion over time if it is not "fit for purpose".

1. There is an underlying theory of governance in which the principles are explicated and logically defensible.
2. All parts of the governance system work together in a coherent manner.
3. The source of the board's authority is explicit and calls for the board to intentionally and faithfully engage with those on whose behalf it governs.
4. The board as a whole is accountable for the whole of the organization.
5. The board provides strategic foresight necessary to determine at any point the relevance of the organization's intended impact and direction on its expected achievement.
6. The board has a justifiable methodology for clarifying and setting the balance between over and under control of operational matters.
7. The governance role of the board is distinct from management roles even if board members assume some or all of the management roles. In delegating management functions, the board holds accountable those to whom it delegates authority but remains ultimately accountable for all organizational acts and omissions.
8. The whole of the board's intentions for the organization are recorded in an ongoing reference that directs the operational organization about what the organization is to achieve and the risks it is to manage.
9. The board is accountable for its organization, discipline and work; its

processes are explicit and codified.

10. The board regularly assesses organizational performance only against its recorded intentions and intervenes only to require performance discrepancies be addressed or to reset organizational direction.

11. Maintenance of the governance system is intentional and continuous.

12. An advanced system of governance is applicable to different forms of organizations.

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## **GOVERN for IMPACT “Professional Designation” - Building the Governance Professional -**

### **Introduction**

GOVERN for IMPACT is introducing a professional designation in June 2019. The professional designation, Governance Systems Professional (“GSP” or “the designation”), has been created by GOVERN for IMPACT to recognize individuals who have completed the Policy Governance® Proficiency Program (PGP) or who have participated in the Policy Governance Academy and passed the PGP final exam.

- Individuals who wish to use the designation must meet the following obligations:
- Maintain an affiliation with GOVERN for IMPACT in the Fellow/GSP category,
- Commit to the standards of professional conduct identified in the Code of Ethics, and
- Achieve the required number of professional development credits on an ongoing basis.

### **Implementing the Use of the Professional Designation**

As of June 2019, the following are in place:

1. Anyone who has successfully completed the PGP program, has a current affiliation with GOVERN, and has declared their intention to use the professional designation and signed the Code of Professional Conduct can use the designation after their name, e.g. Mary Ferguson GSP.
2. An Academy participant who has also passed the PGP exam, has a current affiliation with GOVERN, and has declared their intention to use the professional designation and signed the Code of Professional Conduct can use the designation after their name, e.g. Mary Ferguson GSP.
3. An Academy participant who has not yet passed the PGP exam, who has a current affiliation with GOVERN and has declared their intention to use the professional designation and signed the Code of Professional Conduct can use the designation after their name, e.g. Mary Ferguson GSP until June 2020, after which time the person is required to have passed the PGP exam.
4. Between June 2019 and June 2020, the PGP exam schedule for Academy participants will be communicated to all those who have signed up for the grandparent program but who yet to take the exam and also to the full list of Academy participants.
5. After June 2020, any Academy participants may take the PGP exam at the same time as the final PGP exam. If an Academy participant wishes to schedule a specific time, they can do so by submitting a request for a specific date along with the required fee. This fee is in addition to the fee for the application for the grandparent program.
6. Anyone choosing to use the designation must declare their intent to do so.

Individuals using the designation will be maintained on a list of professional designates with their anniversary date. There is no fee to declare the intention to use the designation.

7. Use of the designation is valid for a three year period. At the end of three years, individuals must renew their declared intent to use the designation. There is a renewal fee of \$175.

### **Using the Fellow Designation**

Fellow affiliation is only open to those who are using the professional designation. Individuals who use the professional designation (GSP) after their name may also wish to use the “Fellow” designation because it has a recognized professional gravitas in their community or domain. Others may want to use the Fellow designation to signify an elevated level of commitment to the advancement of excellence in governance. The Fellow designation is used in the following manner: GOVERN Fellow, Mary Ferguson GSP.

As GOVERN affiliates renew at their regular renewal period, in order to continue to use the GOVERN Fellow, GSP designation affiliates will need to register in the Fellow Affiliate category.

### **Professional Development**

1. By June 2020 at the latest, the Professional Development requirement will be introduced. The required number of credits to be accumulated over a three year period will be published along with the list of activities for which credit can be claimed. Professional Development will be an honour based system and credits will be self-reported. GOVERN will reserve the right to audit any person.

2. Anyone who declares their intention to use the professional designation in June 2019 will have until June 2022 to complete the required number of credits. Once the system for tracking Professional Development credits is in place any credits achieved from June 2019 can be claimed.

3. Those who begin using the designation after June 2019 will have three years from the date they declare their intention to complete the required Professional Development.

4. A person must renew their intention to use designation every three years. Renewal is granted if the person maintains a Fellow Affiliation with GOVERN for IMPACT, has accumulated the required Professional Development credits, and submits a commitment to abide by the Code of Professional Conduct. The declaration to renew must be accompanied by the required renewal fee.

### **Relationship between the PGP program and the Designation**

The PGP program is an assessment based certificate program. Participants who successfully complete the program can cite this achievement without meeting any other conditions. For example, this could appear in a resume in the same way that individuals identify they have attended the Policy Governance Academy<sup>SM</sup>. An individual can cite successful completion of the PGP for as long as they choose.

When the establishment of a professional designation was first conceived, it was thought that “PGP” might be that designation. With the transition in name to GOVERN for IMPACT, the designation, “Governance Systems Professional (GSP)” was seen as a more logical extension of the organization’s broadened vision and the hoped-for leadership role of individuals.

### **Affiliation with GOVERN**

GOVERN is no longer a membership organization. It encourages those who share the organization’s vision of worldwide excellence in board governance

across sectors to annually affiliate with the organization. Fees to affiliate vary depending on the category of affiliation that a person chooses.

The decision to require ongoing affiliation as an obligation of using the professional designation has been subject to extensive deliberation. There appear to be two common models for professional organizations. In one, individuals who hold their profession's designation are required to register annually and pay an annual fee as well as complete a specified level of continuing education. In the second model, individuals who have achieved a professional designation are also required to complete a specified level of continuing education but are not required to be members or registrants with the professional association. Both are legitimate models. We chose the path of requiring those using the designation to also maintain an affiliation with GOVERN, as the organization granting the designation. We reasoned that it is both logical and preferable that those using the designation have a formal connection with the organization that grants the designation and is advancing the need for competent governance practitioners as represented by the designation. Without affiliation, GOVERN as the organization responsible to administer the designation and enforce as necessary compliance with the code of ethics has minimal leverage in its oversight.

This is an exciting opportunity for all people interested in enhancing your role as a governance practitioner/professional. Please let us know if you have any questions by contacting:

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GOVERN for IMPACT, CEO  
[kfryday-field@governforimpact.org](mailto:kfryday-field@governforimpact.org)

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## Governance Systems Professional (GSP) Code of Ethics

To view the full GSP Code of Ethics click the button below...

[View Code of Ethics](#)

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## "Hubs" Govern Shared Learning Environment... An Amazing Ongoing Connection

*By: Athens K*

Do you wish you had a way to connect with other governance colleagues around the world? Do you feel alone in a sea of mediocre governance? Are you looking for a support system to help your professional development as a governance professional?

Govern for Impact's Learning Hubs are virtual gathering spaces where governance practitioners/professionals support each other on their journeys towards governance excellence.



They gather together by common industry or sector, by common interest or skill set, or by common goals. Hub members gather together to network, to share experiences, tips and knowledge, to develop industry specific tools and techniques, and to build community.

**Some of the characteristics of the Hubs are:**

- Hub leaders have the flexibility to shape their Hubs according to the needs of their members.
- Hubs typically meet by Zoom web conference every 1-2 months.
- Some Hubs also use Slack for team collaboration.
- Successful Hubs maintain regular and consistent meetings and attendance.
- All Hubs develop a list of topics to cover at each meeting.
- Some Hubs work on developing tools to help them in their work, such as the Board Administrators Hub has done.
- Some Hubs invite guest speakers, such as the Young Professionals Hub does.
- Hubs contribute their learning to Govern for Impact's knowledge base.

Hub Leaders facilitate by setting meeting agendas and schedules, by leading meeting discussions, and by publishing summaries of each meeting. Meet some of our Hub leaders:

- Faith-based Organizations Hub led by Ted Hull at: [ted@governancecoach.com](mailto:ted@governancecoach.com)
- Simplifying Policy Governance® Hub led by Laura Park at: [laura@unityconsulting.org](mailto:laura@unityconsulting.org)
- Consultant's Hub led by John Bohley at: [jpbohley@gmail.com](mailto:jpbohley@gmail.com)
- Young Professionals Hub led by Michael Juech at: [juech.mic@bristol.k12.wi.us](mailto:juech.mic@bristol.k12.wi.us)
- Education Organizations Hub led by Cindy Elsbernd at: [Cindy.elsbernd@dmschools.org](mailto:Cindy.elsbernd@dmschools.org)

Suggestions for new Hubs have included: Regulatory Organizations Hub, Local Governments Hub, Credit Unions Hub, Membership Organizations Hub, Book Club Hub, and others. Successful Hubs start with a committed leader, and a kernel of starting members. Guidance and support in launching a Hub is provided.

Now that you know that Govern for Impact is the Hub of all Hubs, come join us! To join an existing Hub, contact the individual Hub Leader, as listed. To lead a Hub, suggest a Hub, or start up a new Hub, contact the Hubs Manager, Athens K, at [athens@order4orgs.com](mailto:athens@order4orgs.com). And please... spread the word and build your communities!

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**Exciting Conference Starts Thursday**



# CONFERENCE

FROM VISION TO IMPACT  
THE POWER OF EFFECTIVE BOARDS

JUNE 20-22

HOTEL PUR,  
QUEBEC CITY, CANADA

The [2019 Govern for Impact Conference](#) starts tomorrow! Boards, CEOs, Administrator, and Young Professionals all using the Policy Governance® System will meet in the beautiful **Quebec City** for an action packed 3 days!

## Why should you attend the 2019 Govern for Impact Annual Conference?

- The opportunity to **boost the sustainability** of your community, your organization and your leadership.
- Engage in **rich discussion** and **networking** with others at the conference.
- Three amazing and **engaging workshops** surrounding Governance.

For more information on the conference click below!

[More Information on Conference](#)

## Pre-Conference Experience

Find out more about our exciting **per-conference sessions** taking place before the conference on **Thursday, June 20th from 10:00am-4:30pm**

### Session 1: Introduction to Policy Governance

Check out the **session description** below and learn more about the speakers, [Rose Mercier](#) and [Richard Stringham](#), by clicking their names!

[Session Description](#)

### Session 2: How Ends Policies Result in Real Impact in the World

Check out the **session description** below and learn more about the speaker, [Karen Fryday-Field](#), by clicking her name!

[Session Description](#)

## Hotel Information:

**Hotel PUR, a Tribute Portfolio Hotel**

395 Couronne St., Quebec City, QC G1K 7X4, Canada

Hotel: 418-647-2611 | Reservations 800-267-2002

The Govern for Impact Conference rate is CN\$199/night.

[Online Hotel Room Rate & Reservation Link](#)

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## SAVE THE DATE

### Online Forum on Policy Governance and Servant Leadership: The Synergy

**Presented by:** John Bohley

**Date:** November 2019

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