

Equity is led by its members, for its members.

The governance of Equity is vested in a national Council of 22 representatives from across Canada, assisted by 13 regional Council Policy Advisory Groups (CPAGs).

In October, 2009, members will be elected to serve on Council and as CPAG members for the 2009-2012 term. If you are interested in playing an active role in determining the future of our Association, this is your opportunity to put that commitment into action.

Thinking of running?

Equity elections take place every three years. The upcoming term will begin November 2009 and last until October 31, 2012.

Councillor and CPAG candidates are encouraged to consult the *Ideal Candidate Profile* and *Job Description* documents available at EQUITYONLINE (www.caea.com) for further information about the work of Equity's elected representatives. Council's *Policy Governance Document* and the Association's *Constitution and By-Laws* are also available online. Members without access to the Internet may call Equity's National Office to request a hard copy of these materials.

Who is eligible to run for election?

Regular members of Equity in good standing, at least 18 years old and resident in Canada, may run for elected office. Council encourages members across all disciplines (choreographer, director, fight director, performer and stage manager) to seek nomination for election.

Members holding elected office must remain in good standing for the duration of their term. Members needing to re-instate their membership are requested to call the Membership Administrator at the National Office to make the necessary arrangements.

Diversity

Equity is dedicated to the election of a Council and of CPAGs that are representative of the diverse membership of the Association. Equity embraces diversity and inclusiveness, and is committed to fairness, transparency and access. Council encourages members of a visible minority group, Aboriginal peoples, persons with a disability and women to seek nomination for election.

Candidate nominations. How do I run?

In 2008, Equity's Council amended the Association's By-Laws concerning the election procedure in order to streamline the election process and to encourage more candidates to come forward. Members may now stand for election to either Council or a CPAG by being nominated, in writing, by two other members.

A *Nomination Form* will be mailed to every Equity member in May 2009. This form will also be available for download on Equity's website EQUITYONLINE at

ELECTION TIMELINE

May 1

- Nomination forms mailed to all members
- Nomination form posted on online at www.caea.com

June 1

- Candidate nominations posted online at www.caea.com

July 1

- Nomination forms mailed to all members in Summer EQ issue

July 30

- Nominations close
- Candidate election statements and headshots to be emailed to Equity's National Office
- CPAGs determine all-candidates meeting dates

August 10

- Candidate election statement and photo deadline

August 20

- All-candidates meetings announced
- Candidate election statement and photos posted on www.caea.com
- Candidate election statements mailed to members with "post only" communication preference

September 14

- Election ballots mailed to membership

Week of September 21

- All-candidates meetings held in each region

October 19

- Last day to mail election ballots

October 29

- Last day for election ballots to be received in the National Office

October 30

- Ballot count & election results announced

November 30

- **First meeting of new Council**
- **Election of President and officers**

2009-2012 TERM NOMINATION AND ELECTION GUIDELINES

www.caea.com. Nomination forms, signed by the member being nominated, and by two other members in good standing, must be returned to Equity's National Office by July 30, 2009.

Election statement

Every candidate must submit an election statement in electronic format by August 10, 2009. The statement (suggested 250 words) will appear online at www.caea.com. Each candidate is also strongly encouraged to submit an electronic photo (high quality jpeg) for use online.

Statements should be submitted by email to communications@caea.com. Candidates may contact Equity's Communications Director for further information or to discuss an alternate delivery method.

All-candidates meetings

In the week of September 21, 2009 each region will hold an election meeting, at which candidates may speak. If a candidate is unable to attend, his/her election statement will be read to the membership.

Voting

There are nine geographic electoral regions and four additional electoral regions representing members working in opera (split east and west), in dance (national) and as stage managers (national).

Councillors: Members in each region elect their own Councillor(s). Councillors must be registered to vote in the region in which they wish to run.

Council Policy Advisory Groups: Members in each region elect a local CPAG. Each Councillor is also a member of the CPAG for the region they represent. Only the stage managers in each region are eligible to elect the local stage management CPAG representative.

Casting a vote - getting your ballot

To better serve the membership, Equity now lists each member's individual electoral region designation online. If a member believes that another setting more accurately reflects the electoral region in which he/she should vote, he or she may notify Equity by logging on to the Members Only zone of EQUITYONLINE (www.caea.com) and following the instructions to "Update your Region or Discipline." Changes to a member's electoral region must be made by August 15th, 2009 to be reflected on his/her election ballot.

If a member does not have access to the Internet, he or she may call Equity's National Office at 1-800-387-1856 (or 416-867-9165 in Toronto only), Monday through Friday between 9:00 a.m. and 5:00 p.m. ET) to make alternative arrangements.

Potential candidates are encouraged to direct any further questions to the Council Renewal Committee through Equity's Communications Director at 1-800-387-1856 (or 416-867-9165 in Toronto only).



2009-2012 TERM ELECTION NOMINATION

I, _____
(nominee name - print)

agree to let my name stand as (check one):

Councillor

Council Policy Advisory Group member

in the Equity elections for the 2009-2012 term.

(nominee signature)

(date)

(member number)

Region (check one):

Alberta North / N.W.T.

Manitoba / Nunavut

Alberta South

Ontario

Atlantic

Quebec

B.C. and the Yukon

Saskatchewan

Dance

Stage Management

Eastern Ontario / Outaouais

Eastern Opera

Western Opera

2009-2012 TERM

NOMINATION AND ELECTION GUIDELINES

What does Council do, and how does it work?

Council is Equity's governing body (its board), elected by the owners of Equity (its members) to govern the Association on their behalf. Councillors are chosen from each geographical region, proportional to its member population, plus discipline representatives for each of dance, opera and stage management.

The size of Council for the 2009-2012 term is as follows:

- ◆ British Columbia and the Yukon - 3
- ◆ Alberta North and the Northwest Territories - 1
- ◆ Alberta South - 1
- ◆ Saskatchewan - 1
- ◆ Manitoba and Nunavut - 1
- ◆ Ontario - 7
- ◆ Eastern Ontario/Outaouais - 1
- ◆ Quebec - 1
- ◆ Atlantic Region - 1
- ◆ Dance - 1
- ◆ Western Opera - 1
- ◆ Eastern Opera - 2
- ◆ Stage Management - 1

Council operates under the Policy Governance system, and there is more information on that below.

Being a Councillor

Choosing to run for Council is an important step, because it is a commitment to bear responsibility for the knowledgeable governance of Equity on behalf of its 5000+ members. Council is charged with acting as an informed agent of Equity's ownership – individual Councillors are expected to focus on that big picture as well, unconflicted by self-interest or loyalties to other individuals or organizations.

Council's policies prescribe lawful governance with an emphasis on:

- ◆ outward vision rather than an internal preoccupation;
- ◆ encouragement of diversity in viewpoints;
- ◆ strategic leadership more than administrative detail;
- ◆ clear distinction of Council and chief executive roles;
- ◆ collective rather than individual decisions;
- ◆ future rather than past or present; and
- ◆ proactivity rather than reactivity.

An Equity Councillor's chief responsibility is to help Council set goals for the Association, and to monitor the activities of the Association to ensure it meets those goals. Further, individual Councillors may sit on committees charged with specific policy research or monitoring responsibilities. Most committees are created for short-term projects and disband when their work is done.

Councillors are also members of their respective regional Council Policy Advisory Group (CPAG) and oversee the process of channeling local information and concerns to Council and sharing Council decisions with the CPAGs and the local membership.

Conflict of Interest

It is the duty of every elected Councillor to avoid conflict of interest with respect to their fiduciary responsibility.

Upon election or appointment, Councillors must disclose their involvements(s) with other organizations or associations which might present a conflict of interest, or might reasonably be perceived as doing so. The involvement of a spouse, partner or family member in a certain situations may also give rise to conflict of interest. Council will determine the extent of any conflict, whether direct or indirect, and may require conflict avoidance measures as it sees fit.

All potential candidates should consult Council's *Policy Governance Document - Governance Process Policy 6* (Council Members' Code of Conduct) which is available online at www.caea.com.

Council meetings

The 2009-2012 Council anticipates 10 meetings per year. Council meets monthly, taking a hiatus in August and December. Three meetings per year are face-to-face and seven more are conducted by tele-conference call. One face-to-face meeting per year is held in a city other than Toronto. Some work is also required between meetings, including reading, research and committee work.

Consistent attendance at meetings is vital, but Councillors may be permitted a reasonable leave of absence in order to accommodate career or other conflicts.

Council officers

Equity's officers are elected from among the Councillors. The first election held is for Equity's Chief Governance Officer, called the President. The President assures the integrity of Council's process and, where appropriate, represents the Council to outside parties.

Elections are also held for the 1st and 2nd Vice-Presidents, who both carry out such duties as Council directs and, in the President's absence or inability to act, assume the duties of the President.

The Secretary-Treasurer, whose responsibility is to ensure the integrity of Council documents, including its minutes, also carries out duties as directed by Council.

Council Policy Advisory Groups

CPAGs are the regional Committees of Council, and are collectively responsible for raising Council's awareness of emerging concerns and issues important to the

2009-2012 TERM

NOMINATION AND ELECTION GUIDELINES

membership as owners. Further, the CPAGs are a critical link between Council and the general membership, enhancing connection to, appreciation of, and member ownership of, the Association.

All CPAGs, except the stage management CPAG, consist of the Councillors for a region, plus five additional elected members. The stage management CPAG is made up of the Councillor for the region, plus one elected stage manager member from each of the 12 other regions.

CPAG Meetings

CPAGs meet as necessary, in person or on the phone, based on the needs of each specific region and time necessary to fulfill their mandate. CPAGs connect with their constituent members in order to both inform and to hear from them, and have access to reasonable financial resources and a reasonable number of staff person hours for support of this work.

Being a CPAG member

Whereas Council has a broad focus on the entire organization, CPAG members are specialists in their own region or discipline. Being part of a CPAG requires an interest in connecting directly with the membership and ensuring Council is apprised of local issues and interests. As with Council, consistent involvement in CPAG activities is vital.

What is Policy Governance?

Governance is a generic term for what all boards of directors do: they govern the affairs of a company or association. Equity's board of directors is called Council and local Council Policy Advisory Groups provide advisory support for this body. Council governs Equity on behalf of the owners of CAEA, which is its membership.

The Policy Governance (PG) model of governance places primary Council focus on setting specific goals for the Association, in consultation with the membership, and ensuring that these objectives are attained. Results are evaluated through rigorous monitoring of the Association's accomplishments.

Council exercises its governance responsibility through the creation of detailed written rules called policies (hence: "Policy Governance"). Both Council and staff make a commitment to abide by these rules.

Council writes policy in four specific areas:

- **Governance Process** policies describe how Council and the CPAGs conduct their business;
- **Council-Executive (ED) Director Linkage** policies describe how Council assigns work to staff, through the ED, and how it holds the ED accountable for all aspects of staff work;
- **Ends** policies describe the results that the ED is expected to achieve; and
- **Executive Limitation** policies tell the ED what things he/she is not allowed to do while working to achieve the Associations' Ends.

Together, all these policies represent the "voice" of Council; all its official pronouncements regarding how Equity will work, what benefits it must provide for the members, and what organizational activities or circumstances the members (as owners) would consider unacceptable.

Although Council shoulders the burden of guiding Equity, the elected representatives are not expected to do all the work required to turn that guidance into practice. That's the job of the ED and his or her staff, who are responsible for the achievement of organizational goals, within the operational boundaries set by Council.

One principle tenet of PG is that Council and staff have different and clearly defined responsibilities. Each group makes a commitment not to meddle in the other group's work. That way, it is never unclear who is responsible for any given task, and just as important, who will be accountable for the outcome of each task.

In order to ensure that staff and organizational achievements stay on track, PG involves systematic and rigorous monitoring of Ends and Executive Limitations Policies. Monitoring Reports, prepared by the ED, provided detailed data to describe actual performance and compare it to expected performance. Similarly, Council constantly monitors its own behaviour and results, ensuring that it is sticking to the Governance Process and Linkage policies that it has established for itself.

For more detailed information on Policy Governance, please see the document *Policy Governance Primer* online at www.caea.com.

National Office

44 Victoria Street, 12th Floor
Toronto, Ontario M5C 3C4
tel: (416) 867-9165
1-800-387-1856
fax: (416) 867-9246

www.caea.com

email: communications@caea.com

Western Office

510-736 Granville Street
Vancouver, BC V6Z 1G3
tel: (604) 682-6173
1-877-682-6173
fax: (604) 682-6174
