

Governance Portfolio

Purpose

- Provides stewardship, ensuring effective leadership and resource management.
- In collaboration with the other portfolios, shapes the mission and strategic direction of the Board.
- Ensures alignment and understanding between strategic direction and implementation.
- Takes accountability for achieving the Board's vision and goals.
- Monitors and improves performance.
- Maintains fiscal responsibility and oversight, ensuring long-term sustainability of the organization.

Main Functions

Enabling the Business

- Serves as the connection and liaison to IPAC National.
- Provides the tools to archive organizational memory.
- Ensures effective financial and asset management.
- Ensures Effective risk management.
- Holds accountability, and ensures that bylaws are upheld.
- Seeks out sponsorships and partnerships (☞ Relationship).

Board Membership

- Evaluates nominations for Directorship based on the Board's requirements, and recruits from a competency-based perspective.
- Ensures effective succession planning.
- Delivers a positive and meaningful experience for Board members.
- Provides the tools, supports, and mentorship to onboard new Board members.

Strategic Planning, Monitoring and Evaluation

- In collaboration with the Board of Directors, sets the course and defines policy.
- Champions the value of being a public servant (☞ Communications).
- Communicates, evaluates, and monitors the status of initiatives and projects in the organization.
- Performs environmental scans, and is aware of the international issues (☞ Knowledge).

Skills Experience Knowledge

Suggested competencies or experience in specific areas, and not necessarily technical proficiencies.

- Leadership.
- Team-building.
- Trans-governmental knowledge.
- Budget management.
- Fund development.
- Secretariat experience.
- Operations/implementation.
- Non-profit and/or legal knowledge.
- Organizational transition and change management.
- Evaluation.

Desired Outcomes

- Resources are managed effectively and transparently.
- Board members are meaningfully engaged and are satisfied with their experience.
- Functional teams and membership feel empowered (e.g. to organize and coordinate activities and programs).
- Activities are aligned with strategic direction.
- Performance of the Board and the organization is monitored and evaluated towards continuous improvement.
- Increased participation and engagement of members (↻ Relationship).

Membership

Chair

- The Chair shall, when present, preside as Chair at all meetings of the Members of the Society and of the Board, and appoint all officials and portfolios as directed by the Board.
- The Chair shall be a member ex-officio of all portfolios.
- Supports the overall governance process of the Board of Directors and their functional teams.
- Provides guidance and advice to the Board of Directors on their respective portfolios.

For more information, please refer to Article 25 in the bylaws.

Vice-Chair

- The Vice Chair shall act and perform the duties of the Chair in his/her absence in the conduct of their office.
- During the absence or inability of the Chair and the Vice-Chair, the duties and powers of the Chair shall be exercised by a Director appointed by the Board for that purpose.
- Supports the overall governance process of the Board of Directors and their functional teams.
- Provides guidance and advice to the Board of Directors on their respective portfolios.
- Leads the nomination and election process for the IPAC ERG Board.
- Develops and implements follow-up mechanism for executive responsibilities.
- Develops and implements onboarding activities and materials for new executive members (↻ Chair and Secretary).

For more information, please refer to Article 26 in the bylaws.

Secretary

- Keeps facts and minutes of all proceedings on all meetings of IPAC ERG and ensures all notices to be given to Members and to Directors as required by the bylaws.
- Keeps the seal of IPAC ERG and all books, papers, records, correspondence, contracts and other documents belonging to IPAC ERG and shall cause the same to be delivered up when required by the Act or when authorized by the Board to such person as may be named by the Board.
- Liaises with IPAC National on awareness of IPAC National bylaws, and ensures that all updates are communicated to IPAC ERG as required.

- Contributes to the development of the IPAC ERG vision, business plan, and ongoing executive operations.
- Contributes to the development of learning content (program and process) to further the goals and objectives of IPAC ERG Board.
- Ensures that IPAC ERG's organizational memory is recorded and maintained.

For more information, please refer to Article 27 in the bylaws.

Treasurer

- Ensures funds of IPAC ERG to be received and disbursed in accordance with the directions of the Board, subject to the bylaws.
- Keeps a detailed account of all income from IPAC or any other source, and expenditures including proper vouchers for all disbursements of the IPAC ERG.
- Renders to the Board at regular meetings thereof or whenever required by the Board an account of all transactions of IPAC ERG and the financial position of the organization.
 - Ensures that monthly financial statements are prepared and presented to the Board in the Treasurer's Report.
- Opens and maintains an account or accounts in the name of IPAC ERG at a chartered bank. All cheques shall be signed by the Chair and by the Treasurer, or in the absence of either, by such other member of the Board as may be designated by that Board.
- Ensures that IPAC ERG Board's expenditures are made in accordance with the approved budget.
- Develops an annual budget, including anticipated revenue sources and expenditures, for approval by the Board.
- Develops and implements financial policies to ensure accountability and control of finances (i.e. ensuring that procedures are observed for financial activities, such as purchasing, accounts payable, etc.)
- Monitors and accounts for sponsorship, whether monetary or in-kind, and ensures that they are accurately reflects in the annual budget.

For more information, please refer to Article 28 in the bylaws.

Past-Chair, and National Representative

- The Past-Chair and National Representative is responsible for mentorship, knowledge continuity, and ensuring the strategic direction of IPAC ERG. The position also represents IPAC ERG on the IPAC National Board of Directors.
- Provides mentorship and knowledge continuity advice and assistance to IPAC ERG.
- Participates on the Lieutenant Governor's Awards Selection Committee.
- Commits to the work of the organization, attending engagement sessions and providing support to the Board's functional teams.
- Acts in a mentorship capacity to the Board of Directors.

Functional Team

The Operations functional team is critical to the success of the Governance portfolio. This team provides advice to the IPAC ERG board on issues related to administration and financial management, and ensures that the Board's administrative requirements are met (including reporting, monitoring, and evaluation).

Knowledge Portfolio

Purpose

- Increases membership understanding of government and its jurisdictions.
- Communicates knowledge of current and emergent trends.
- Identifies challenges that are internal and external to governments.
- Creates the space to come up with strategies and recommendations to overcome wicked or complex problems and challenges.
- Creates the space to exchange knowledge and ideas across boundaries.
- Serves as a cost-effective alternative for increasing public service capacity.

Main Functions

Research and Innovation

- Supports research on relevant topics and innovation in the public service.
- Supports the pracademic culture: a network of people who appreciate the benefits of solving real world challenges by combining practitioner and academic perspectives.
- Ensures effective risk management.

Program and Event Planning (⚡ Communications and Knowledge Portfolios)

- Creates a space for the exchange of ideas and knowledge.
- Implements effective event and program planning.
- Delivers effective service initiatives.
- Ensures effective knowledge translation and mobilization.

Skills Experience Knowledge

Suggested competencies or experience in specific areas, and not necessarily technical proficiencies.

- Leadership.
- Adult education.
- Professional development.
- Academic networks.
- Foresight.
- Public policy.
- Small group facilitation.
- Event management.
- Knowledge translation and mobilization.

Desired Outcomes

- Board and membership have an increased understanding of:
 - the structure of government;
 - current and emergent trends;
 - critical challenges that are internal and external to their organization;
 - strategies that will help them overcome barriers; and
 - managing the disruptive economy.
- IPAC ERG provides value to its members by providing an alternative for members to obtain knowledge.
- Members are learning and applying the knowledge they have obtained.
- Systematic and intentional approach to selecting topics and event formats to showcase.

Relationships Portfolio

Purpose

- Connects to Internal and external dimensions of the organization.
- Creates a welcoming environment and attracts people to attend events and programs.
- Creates an increased trust and ability to work across boundaries (i.e. Portfolios) through interconnectivity and building a shared understanding of the issues.
- Integrates services amongst all portfolios and their functional teams (🔗 Governance).
- Increases capacity of the organization through effective human resource management.

Main Functions

Building Networks

- Cross-government liaison.
- Engagement of members, partners, stakeholders, and Board members.
- Connecting and engaging new public servants.
- Sponsorships and partnerships (🔗 Governance).

Membership, Resource Management and Evaluation

- Volunteer management and satisfaction.
- Membership management and satisfaction.
- Partnership management and satisfaction.

Program and Event Planning (🔗 Communications and Knowledge Portfolios)

- Building opportunities to connect.
- Celebration.
- Recognition.
 - Implements activities and events designed to recognize excellence in the public sector within the Capital Region (e.g. the Lieutenant Governor's Awards).
 - Makes submissions and applications to awards on behalf of IPAC ERG, as warranted.
- Event planning.
- Program planning.
- Service initiatives.

Skills Experience Knowledge

Suggested competencies or experience in specific areas, and not necessarily technical proficiencies.

- Leadership.
- Recruitment.
- Mentorship/Coaching.
- Talent management.
- Event management.
- Community engagement and outreach.
- Volunteer management.
- Network building and strong interpersonal skills.

Desired Outcomes

- Opportunities for collaborative work.
- Ability for shared and integrated resources between portfolios. (🔗 Governance)
- Facilitated shift in the way we approach our goals.
- Knowledge transfer.

- Strengthened relationships and growth in our networks.
- Partners and sponsors invest in IPAC ERG and they are satisfied with their investment.
- Volunteers are meaningfully engaged and are satisfied with their experience.

Communications Portfolio

Purpose

Connect
Engage
Collaborate
Recruit

- Encourages the heart, inspiration, and passion.
- Articulates what IPAC is in a clear and concise way.
- Ensures membership, stakeholders and Board members are connected to the activities of the organization.

Main Functions

Communications

- Champions the value of being a public servant.
- Effectively communicates the Board's vision, goals and objectives, and initiatives to members and stakeholders.
- Alignment of communications with IPAC National (☞ Governance).

Marketing and Promotion

- Manages branding and key messages of the organization.
- Generates interest and attracts members and non-members to the activities of the organization.

Program and Event Planning (☞ Communications and Knowledge Portfolios)

- Celebration
- Recognition.
- Awareness.

Skills Experience Knowledge

Suggested competencies or experience in specific areas, and not necessarily technical proficiencies.

- Leadership.
- Narrative development.
- Digital communications/multimedia understanding.
- Brand management.
- Promotion, engagement and marketing strategies.
- Communication strategies.
- Relationships management (e.g. IPAC National and functional teams (☞ Relationships))

Desired Outcomes

- Elevator pitch developed.
- Information is shared across different orders of government.
- Time for annual reflection is coordinated.
- Connect on how we communicate as a Board.
- People feel informed.

Board Process and Operations

Process and Operations

Membership

- Membership on the Board is voluntary, and no remuneration will be paid by the Board for serving as a Director. (15.6)
- Should a vacancy occur on the Board, the Board may appoint a member to fill the vacancy for the balance of the term the person replaced. (15.5)
- Notwithstanding any other provision contained in the bylaws, a Director may be removed from office at any time by Special Resolution of the Members. (15.8)
- The Director shall continue in office until their respective successors are appointed in accordance with the bylaws. (21.1)

Frequency

- Regular meetings of the Board are held on dates and times that are established at the Board's strategic planning session, which occurs at the start of the Board's term.
- The Board shall meet a minimum of six (6) times a year, including once immediately following the Annual General Meeting. (17.1)
- Special meetings may be called by the Board Executives when they deem appropriate and adequate notice will be provided prior to the meeting.
- Board meetings may be formally called by the Chair, Vice-Chair, and any Director on the direction in writing of two (2) Directors. (17.4)

Preparation

- The Secretary creates the agenda for Board meetings following consultation with the Board Executives and Portfolio Directors.
- The Secretary ensures that all Directors have the information required with adequate time to complete proper preparation for each meeting.

Attendance

- Should a Director of the Board miss three (3) meetings without sufficient explanation to the Board, the Board at its discretion, may remove the Director from the Board by a vote of 2/3 of the elected or appointed Directors of the Board. (15.7).
- The Chair, or in the absence of the Chair, the Vice-Chair, shall preside over meetings of the Board. In the absence of both, the Board shall appoint one of the remaining Directors to preside. (17.2)
- A Director may participate in a meeting of the Board or of a committee of the Board by means of telephone conference, or such other means that permits each Director to hear and be heard at such meeting. (17.5)

Procedure and Quorum

- Board meetings are structured and allow time for all Director voices to be heard. As a key principle, the Board speaks with one voice and decisions are made by consensus, failing consensus by majority vote.
- A quorum of the Board for the transaction of business shall be five (5); two (2) of the Chair, Vice-Chair, Secretary, Treasurer and three (3) Directors at large. (17.3)

Board Mandate Review

- As a living document, the Board may choose to review its mandate annually or as required in light of experience, evolving circumstances, environment, and member feedback.