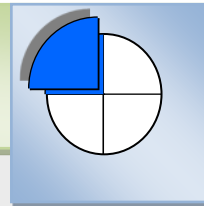


GP-11 BOARD LINKAGE WITH OWNERSHIP



Policy Type: Governance Process

The constituent associations are defined as the owners of Engineers Canada ~~are defined as the Engineers Canada~~. The Board shall be accountable for the organization to its constituent associations as a *whole*. The Board shall act on behalf of the constituent associations as a whole, rather than being advocates for specific geographic areas or interest groups.

1. When making governance decisions, Directors shall maintain a distinction between their personal interests as “customers” of the organization’s services, and their obligation to speak for others as a representative of the “owners” as a whole. As the agent of the constituent associations, the Board is obligated to identify and know what the constituent associations want and need.
2. The Board shall gather data in a way that reflects the diversity of the ownership. It shall meet with, gather input from, and otherwise interact with constituent associations in order to understand the diversity of their perspectives.
3. The Board will establish and maintain a three-year ownership linkage plan, in order to ensure that the Board has intentional and constructive dialogue and deliberation with the constituent associations, primarily around the Ends. The plan will include methods to be used, and questions to be asked of the constituent associations. The information obtained from this dialogue with constituent associations will be used to inform the Board’s policy deliberations.

All Directors are accountable to the Board for participating in the linkage with constituent associations as identified in the plan.

- ~~4.~~ Upon request, Engineers Canada shall reimburse ~~travel and hotel accommodation expenses in excess of \$1500~~some expenses to presidents from constituent associations with less than 2500 registrants for attendance at the three Board meetings. ~~The maximum airfare reimbursed shall be based upon refundable economy cabin airfare.~~(include amounts in expense policy)

~~5.4.~~



6.5. The Board will consider its ownership linkage successful if, to a continually increasing degree:

- When developing or revising Ends, the Board has access to diverse viewpoints that are representative of the ownership. ~~regarding what benefits this organization should provide, for whom, and the relative priority of those benefits.~~
- The constituent associations are aware that the Board is interested in their perspective.
- The constituent associations perceive that the Board acts on their behalf as a whole.
- ~~If asked, t~~he constituent associations would say that they have had opportunity to let the Board know their views.
- The constituent associations are aware of how the Board has used the information they provided.

