



**Saskatchewan Dental Hygienists' Association
ADMINISTRATIVE BYLAWS**

Amended JUNE 2014 & February 2016

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Being a general Bylaw relating to the regulation of the business and affairs of the Saskatchewan Dental Hygienists' Association (SDHA) hereinafter referred to as the "Corporation" or "Association", it is hereby enacted as Administrative Bylaw #2 of the Corporation as follows:

PREAMBLE

Incorporation

The Saskatchewan Dental Hygienists' Association is an entity established under *The Dental Disciplines Act*, herein referred to as the 'Act', being Chapter D-4.1 of The Statutes of Saskatchewan, 1997 and its subsequent amendments.

The Saskatchewan Dental Hygienists' Association is established as a Corporation continued in Section #3(5) of the *Act*, pursuant to *The Non-profit Corporations Act, 1995* and its subsequent amendments.

Registered Office

Unless changed by special resolution, the registered office of the Corporation shall be in the City of Saskatoon, in the Province of Saskatchewan. The Corporation may establish such other offices and agencies in the Province of Saskatchewan as the Directors may decide are necessary from time to time.

ARTICLE I: INTERPRETATION

1.1 Legislation

When interpreting these bylaws, words and expressions have the same meaning as in *The Dental Disciplines Act*, unless the context otherwise requires.

1.2 Definitions

In these bylaws:

- a) Singular words include the plural and gender specific words include the opposite gender;
- b) "active members" means members who hold current full, conditional or non-conditional membership;
- c) "council" means the governing body of the SDHA;
- d) "Registrar" or "Executive Director" means the staff person or management organization appointed by and directly accountable to the council and to whom the council may delegate full authority to manage the affairs of the Corporation;
- e) "director" or "councilor" or "council member" means a member of the council, the governing body of the SDHA;
- f) "ex-officio" means a position without a vote;
- g) "in camera" means that a portion of the council or committee meeting is held in private, without observers, to deal with matters of a confidential nature or a personal nature concerning an individual;
- h) "officer" means the individuals elected by council to the positions of President and Vice-President;
- i) "proxy" means the authority provided by a member to another eligible voting member to act on her behalf at a meeting of the members of the association;
- j) "quorum" means the number of individuals needed to be present to convene a meeting;
- k) "scrutineers" mean the individuals appointed at a member meeting to determine the results of a vote;

- l) "special resolution" means a resolution supported by a 3/4 (three quarters) majority vote.

1.3 Headings

The division of the bylaws into sections and paragraphs and the insertion of headings and index are for convenience and reference only and do not affect the interpretation of the bylaws.

ARTICLE II: MEMBERSHIP

2.1 Obligations of Membership

All members must:

- a) Notify the Registrar, in writing sent via regular post, facsimile or electronic mail of change in name, mailing address, place of employment or membership status within thirty days of the changes.

- b) Answer all correspondence from the Association to which a reply is required within 30 days from the date of the correspondence unless another date is specified. When reminder correspondence is sent to a member from the Association, and the member fails to respond in writing within 15 days from the date stipulated in the reminder correspondence, the member may be referred to the Registrar, who may then make a referral to the Professional Conduct committee under Article 21 of the *Act*. In the event that reminder correspondence is sent in regards to non-renewal or non-payment of fees, this failure to respond within the 15 days will result in immediate cancellation of the person's registration.

2.2 Rights of Membership

Members who have been approved for full registration and who hold a full, conditional or non-practicing license have the following rights and privileges, to:

- a) engage in the practice of dental hygiene, subject to any restrictions or conditions placed on the member;
- b) receive official SDHA publications;
- c) vote at annual and special general membership meetings;
- d) stand for election or appointment to any position within the Association, subject to the *Act* and these bylaws; and to
- e) attend and participate in meetings of the Association in accordance with the *Act*, bylaws and council policies.

ARTICLE III: MEMBERSHIP and RELATED FEES

3.1 Membership Year

The membership year of the Association will commence on the 1st day of November and terminate on the 31st day of the following October. The addition of an annual renewal due date, no earlier than 8 weeks prior to the termination of the membership year, may be established to allow for the timely review and processing of renewal applications.

3.2 Membership Fees

Fees will be established by the council for:

- a) Full and Restricted Registrations
- b) Licence fees for full, conditional and non-practicing licenses and for temporary permits to practice.

Any fee increment will be presented and discussed at a meeting of the members of the Association in a timely manner. The current fee schedule is attached in Appendix A.

3.3 Pro-rating

Membership fees will not be pro-rated except for new graduates.

ARTICLE IV: GENERAL MEETINGS OF MEMBERS

4.1 Minutes of General Meetings of Members

Minutes shall be taken at annual and special general meetings and be made available to the membership.

ANNUAL GENERAL MEETINGS (AGM)

4.2 Time and Place

The Annual General Meeting ("AGM") of the Corporation shall be held at such place within Saskatchewan, and on such date in each year as the council may determine, provided that such meeting is held no later than seven (7) months after the Corporation's fiscal year end. The AGM of the membership may be scheduled in conjunction with other events that would likely attract members in order to achieve efficiencies and maximize member participation in the AGM.

4.3 Business

The council will prescribe the agenda for the meeting and it must include provisions for:

- a) approval of the agenda
- b) approval of the minutes of the previous annual general meeting
- c) report of the President
- d) report, if any, of legislated committees
- e) election of council
- f) changes, if any, to Regulatory and/or Administrative bylaws
- g) audited financial statements or management review findings
- h) resolutions by any member, and
- i) any other business which the council may so decide.

4.4 Notice

Notice of time and place of the AGM shall be given to the members not less than twenty-one (21) and not more than fifty (50) days before the AGM. No public notice or advertisement of the AGM shall be required. Any error or omission in giving notice of a meeting will not invalidate the meeting or anything done at the meeting. Members may waive the notice requirements and may approve and confirm anything done at a meeting held without notice.

4.6 Slate of Directors

The council's proposed slate of Directors will be available to the membership one week in advance of the AGM.

4.6 Quorum

A quorum of the members of the Corporation at the AGM shall consist of five percent (5%) of the members who are eligible to vote and are present in person. No business shall be transacted at any Annual General Meeting unless the requisite quorum is present at the commencement of the meeting. Should the number of members present at an annual general meeting fall below five percent after the meeting has been called to order, the valid transaction of business can still continue.

4.7 Eligibility to Participate

Members will be considered to be present if participating in person or by means of such telephone or other communication facilities as permit all persons participating in the meeting to hear each other.

4.8 Chair

The President of the council shall act as chair of the meeting. The President may delegate the chair of the annual general meeting to another officer or director of the council.

4.9 Voting

Every question shall, unless otherwise required by the *Act* or the bylaws, be determined by the majority of the votes cast on the question.

4.10 Methods of Voting

The vote may be taken by ballot or by a show of voting cards at the discretion of the President. No proxy voting will be permitted.

4.11 Scrutineers

The President of the meeting must appoint from amongst those assembled two scrutineers who will tabulate the vote for and against in the show of voting cards or, in the event of a ballot vote, will distribute, collect and count the ballots and report the results to the President.

4.12 Tie Vote

The President shall ordinarily have no vote. In the event of a tie vote, either by a count of voting cards or ballot vote, the President of the meeting will cast the deciding vote or request a second vote at her discretion.

4.13 Process for Resolutions

Resolutions put forward by members at an annual general meeting must be in writing, signed by the mover and seconder and received by the President no fewer than 5 business days prior to the commencement of the meeting. Either the mover or the seconder must be present in person or by distance conferencing at the meeting for the resolution to be considered.

4.14 Disposition of Resolutions

Resolutions adopted at the meeting shall be considered by the council, but are not binding on the council. The council shall report on the disposition of any such resolution at the next annual general meeting.

SPECIAL GENERAL MEETINGS

4.15 Time and Place

Subject to the provisions of the *Act* and the Regulatory Bylaws, Special General Meetings of the members may be convened to bring business before the membership of the Association at any time and place within Saskatchewan by the council on its own motion or on the written requisition of at least ten percent (10%) of the members who are eligible to vote.

4.16 Notice

Written notice of the date, time and place of each Special General Meeting of members shall be given not less than twenty-one (21) days and not more than fifty (50) before any Special General Meeting to each director, to the external auditor or management review firm and to each member who at the close of business on the record date for notice is entered in the membership register. No public notice or advertisement of any Special General Meeting of members shall be required.

4.17 Business

The notice shall state the nature of the business to be considered at the Special General Meeting in sufficient detail to permit the member to form a reasoned judgment thereon and the text of any special resolution to be submitted to the meeting. The business to be transacted at a Special General Meeting of the association will be limited to that specified in the notice.

4.18 Quorum

A quorum for the transaction of business at Special General Meetings of the members shall consist of not less than twenty percent (20%) of the members who are eligible to vote and are present in person at the meeting. No business shall be transacted at any Special General Meeting unless the requisite quorum is present at the commencement of the meeting. Should the number of members present at a Special General Meeting fall below twenty percent after the meeting has been called to order, the valid transaction of business can still continue.

4.19 Eligibility to Participate

At any Special General Meeting, members will be considered to be present if participating in person or by means of such telephone or other communication facilities as permit all persons participating in the meeting to hear each other.

4.20 Chair

The President of the council shall act as chair of a Special General Meeting. The President may delegate the chair of the Special General Meeting to another officer or director of the council.

4.21 Voting

Every question shall, unless otherwise required by the *Act* or the bylaws, be determined by the majority of the votes cast on the question.

4.22 Methods of Voting

The vote may be taken by ballot or by a show of voting cards at the discretion of the President.

4.23 Scrutineers

The President of the meeting must appoint from amongst those assembled two scrutineers who will tabulate the vote for and against in the show of voting cards or, in the event of a ballot vote, will distribute, collect and count the ballots and report the results to the President.

4.24 Tie Vote

The President shall ordinarily have no vote. In the event of a tie vote, either by a count of voting cards or ballot vote, the President of the meeting will cast the deciding vote or request a second vote at her discretion.

4.27 Process for Resolutions

Resolutions put forward by members at a Special General Meeting must be in writing, signed by the mover and seconder and received by the President no fewer than 5 business days prior to the commencement of the meeting. Either the mover or the seconder must be present in person or by distance conferencing at the meeting for the resolution to be considered.

4.28 Disposition of Resolutions

Resolutions adopted at the meeting shall be considered by the council, but are not binding on the council. The council shall report on the disposition of any such resolution at the next annual general meeting.

ARTICLE V: COUNCIL

5.1 Composition

The council will consist of a minimum of five (5) and a maximum of nine (9) directors. Up to six (6) directors will be elected from the eligible membership and up to three (3) directors known as 'public representatives' will be appointed by the Minister in accordance with the *Act*. The council may choose to invite representatives from the Canadian Dental Hygiene Association (CDHA) and the Saskatchewan Polytechnic to participate in council meetings with voice but no vote.

5.2 Nominations

The council will establish rules regarding nomination of candidates for election to the council. Nominations from the floor at the AGM shall be permitted at the discretion of Council. From council's own recruitment activity, the council shall prepare a proposed slate of Directors and shall make it available to the membership not less than one (1) week prior to the AGM.

5.3 Criteria for Elected Directors

The council will make every effort to propose directors so as to:

- a) provide geographic representation from dental hygienists who have a genuine interest in the mandate of the Corporation;
- b) ensure the continuance of staggered terms of office as directors; and to
- c) ensure governance capacity through the selection and development of leadership skills and abilities.

5.4 Timing of Elections

Election of the council will be held at the AGM of the Association. Any member eligible to vote and who follows the appropriate procedures outlined by the council may submit a mail-in ballot for the election of council members.

5.5 Vacation of Office

Retiring director(s) shall retain office until the dissolution and adjournment of the AGM wherein her successor was elected. If a director is removed from office, she shall vacate the office upon the passing of such a resolution.

5.6 Election of Officers

Council Officers of President and Vice-President shall be elected by the council immediately following the AGM.

5.7 Eligibility

Registered and actively licenced members in good standing who have voting rights are eligible to serve as directors.

5.8 Employees

Current employees of the Association, except for the Registrar/Executive Director, shall not be eligible to serve as directors on the council or on council committees. Any past employee of the Association shall not be eligible for council membership for at least three (3) years after employment has ended.

5.9 Terms of office

Elected members of the council will hold office for a term of three years. They are eligible for re-appointment by the membership to a second full consecutive term or a maximum of 6 consecutive years. Council members shall then stand down from the council for one year after which they may be eligible for re-election to the council.

5.10 Staggered Terms

The council will endeavour to ensure staggered terms for council members.

5.11 Exceptions to Term Limits

Notwithstanding the above restrictions, the council may from time to time determine that exceptional circumstances warrant the nomination of a director for election to serve a third (3rd) consecutive term for a total of 9 years.

5.13 Appointed Directors

Each public director will be appointed to council by the Minister for a three (3) year term, and may thereafter be reappointed for one (1) additional full term. Public directors may serve a maximum of 6 consecutive years.

5.13 Vacancies

a) ELECTED DIRECTORS

- i. An elected council member may resign by sending his or her resignation in writing to the President or other council officer and the resignation is effective when accepted by the council.
- ii. Where a vacancy on the council involving an elected member occurs during the year, the council will appoint, by special resolution of the remaining council members, an eligible member of the Association to fill the vacancy on the council for the balance of the term of the office vacated.
- iii. When vacancies of elected members on the council are 50% of these members, the remaining members must call a Special General Meeting to have an election to fill the vacancies.

b) APPOINTED DIRECTORS

- i. A public representative on council may resign by sending his or her resignation in writing to the Minister and the resignation is effective when accepted by the Minister.
- ii. When a position held by a public representative on the council becomes vacant during any given year, the council must request that the Minister appoint a replacement for the balance of the term.

5.14 Duties and Responsibilities

Directors are responsible for governance that is owner accountable, lawful and ethical. Governance practices must include the exercise of effective stewardship as well as the appropriate delegation of responsibility, leadership and control of the Association.

Every council member shall:

- a) act honestly and in good faith with a view to the best interests of the Association;
- b) exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances;
- c) not act in a conflict of interest;
- d) not abuse their position; and
- e) follow the *Act*, regulations, bylaws and the policies/rules of the Association.

5.15 Attendance

Directors must attend a minimum of three quarters of the regularly scheduled council meetings during each term. Unless mitigating circumstances prevail, failure to meet this attendance requirement will be deemed to be a resignation (*see council's Code of Conduct policy*). A council member may be considered for reinstatement by the council at his or her request, but only once per term.

5.16 Self-Removal

A council member removes herself from office by failing to comply with the attendance requirements shown 5.15 *Attendance* above.

5.17 Removal by Council

The council may by special resolution remove a director from the council:

- a) for issues such as non-compliance with the *Act*, bylaws or policies of the Association. In those cases, the director in question shall not vote and the council must have eighty percent (80%) of the remaining directors present at the meeting for the motion to be carried.

- b) for just cause;
- c) if the director's membership has been allowed to lapse, been suspended or revoked;
- d) if the director ceases to be qualified due to judicial or medical determination of mental incapacity, conviction of an indictable offence, bankruptcy or death;
- e) if the director is insolvent or made an assignment in bankruptcy.

5.18 Return of Property

When a director dies, resigns, retires, or is removed, any property of the Association in her possession is to be returned to the council.

OFFICERS

5.19 Officers

The council must select from among the directors two (2) Officers: a President and Vice-President. Public directors are eligible for Officer positions. Election of these two positions will be made at the first council meeting following the AGM. The council may determine other Officer positions at its discretion from time to time.

5.20 Officer Terms

Officers of the council will hold office for a term of one year. They are eligible for re-appointment by the council to three consecutive one-year terms. Officers shall then stand down from that office for one year after which they may be eligible for reelection to the position.

5.21 President

The President is responsible to ensure the integrity of the council's governance and will preside at meetings of the council.

5.22 Vice-President

The Vice-President is responsible for the integrity of the council's documents and planning processes, assisting the President to ensure the integrity of the council's governance. When reasonable, the Vice-President will preside at meetings of the council in the event of the President's absence with full accountability of that office.

5.24 Registrar as Officer

The Registrar is an officer of the corporation and an ex-officio, non-voting member at all general, council and council committee meetings. The Registrar will perform the functions of a treasurer and must perform the functions as set out in the *Act* and as specified by the council in accordance with its policies.

COUNCIL MEETINGS

5.24 Council Meetings

The council shall hold no fewer than three (3) regular meetings per year in addition to the AGM. Council meetings may be held inside or outside of Saskatchewan as the Directors from time to time determine. Additional meetings and/or special council meetings may be held at any given time and place that a quorum of the directors choose. Special council meetings may be called by any three directors or by any Officer of council.

5.25 Council Meeting Notice

Each director is to be given 7 days written notice of the meeting by the Chair, but formal notice is unnecessary if all the Directors are present at a meeting, or waive the written notice required and those who will be absent from the meeting consent to the meeting.

5.26 Participation by Telephone or Other Communication Facilities

Regular or Special meetings of the council or any of its committees may be held by telephone or other methods of electronic voice, including visual and voice transmission provided that each Director participating by such method can be identified when speaking and all participants are able to hear each other at the same time. For purposes of such a telephone or other electronic voice

means meeting, all Directors who are connected by telephone or other electronic voice means will count toward a quorum and may participate and vote. The actions taken by such a telephone or other electronic voice means at which quorum is present will be deemed to be the actions of the council or council committee.

5.27 Motions made by E-mail

Electronic means such as e-mail may be used for discussions on council business and to poll Directors for votes on motions but the results of such a poll on said motions must be recorded and ratified in the minutes of the next regularly scheduled council meeting.

5.28 Quorum

A majority of the council constitutes a quorum for the transaction of business. Quorum is established at the beginning of the meeting. Council members will be considered to be present at the council meeting if participating in person or via teleconference provided that all members can be heard.

5.29 Voting Methods

Voting at any council meeting may be by consensus, voice vote, show of hands or poll at the discretion of the council. In the event of a tie, the President, who shall ordinarily have no vote, will be entitled to vote.

5.30 Voting Requirements

Questions arising at any meeting of directors shall be decided by a majority of votes of those present and in person with the exception of a vote to terminate the Registrar which shall require 80% votes in agreement among the entire complement of directors.

5.31 In Camera

As deemed necessary by the council, the council may elect to go *in camera* for a portion of their meeting, to deliberate regarding matters of a confidential nature or of a personal nature.

5.32 Governance Principles

The council shall use the principles and practices underlying the Policy Governance® model of governing (Attachment B – CURRENT Source Document) and as may be amended from time to time.

ARTICLE VI: COMMITTEES

6.1 Requirements

The council must establish such committees as set out in the *Act* and others as it deems necessary to assist the council in the performance of its duties under the *Act*.

ARTICLE VII: CONFLICT OF INTEREST

7.1 Requirements

Directors, council committee members and members must ensure that they avoid any situation that may give rise to a conflict of interest or to an appearance of conflict of interest.

7.2 Situations

A conflict of interest is deemed to exist in any situation where a member, council member or council committee member has personal interests in a matter that may be reasonably seen to influence their professional advice and conduct:

- a) in the case of a member, in relation to a client, or
- b) in the case of a council member or officer, in relation to the Association or its members.

7.3 Personal Interest

For the purposes of 7.2, "personal interests" includes but is not limited to financial, professional, family and other personal relationships and includes those situations in which a family member or associate of the member has a significant interest in a matter.

7.4 Removal

If a member discovers that he or she is in a conflict of interest situation, he or she must take immediate steps to remove the conflict of interest.

7.5 Disclosure and Actions

If a council member or officer discovers that he or she is in a conflict of interest situation, she must:

- a) disclose the conflict of interest to the council and the Registrar,
- b) not vote or exercise his or her duties in regard to the area of conflict of interest, and
- c) take immediate steps to remove the conflict of interest.

ARTICLE VIII: ADMINISTRATION OF THE ASSOCIATION

8.1 Fiscal Year

The fiscal year of the Corporation shall be from July 1 to June 30. This date may be changed as the council may from time to time determine by Special resolution.

8.2 Procedures at Meetings

The rules contained in the current edition of Roberts Rules of Order, or any other rules of order adopted by the council will govern the Association in all cases to which they are applicable and in which they are not inconsistent with the *Act* or these bylaws, or any special rules of order the Association may adopt.

8.3 Corporate Seal

The corporate seal of the Association will remain in the head office of the Association. It may, when required, be affixed to contracts, documents or instruments in writing signed by any Officer or person or persons appointed as signing authorities by the council.

8.4 Agents and Employees

The council may appoint or employ such agents, consultants, specialists, or employees as necessary to assist the council in the performance of its duties under the *Act* and must establish duties and remuneration for these persons as necessary.

8.5 Investments

The Association may invest surplus revenues that may accrue and such investment must be registered in the name of the Association.

8.6 Banking and Financial Affairs

The banking business of the Corporation, or any part thereof, shall be transacted with such bank, trust company or other firm or corporation carrying on a banking business as the council may designate, appoint or authorize from time to time by resolution and all such banking business, or any part thereof, shall be transacted on behalf of the Corporation by such one or more officers and/or other persons as the council may designate, direct or authorize from time to time by resolution and to the extent therein provided including, but without restricting the generality of the foregoing, the operation of the accounts of the Corporation; the making,

signing, drawing, accepting, endorsing, negotiating, lodging, depositing or transferring of any cheques, promissory notes, drafts, acceptances, bills of exchange and orders for payment of money; the giving of receipts for and orders relating to any property of the Corporation; the execution of any agreement relating to any such banking business and defining the rights to any such banking business and defining the rights and powers of the parties thereto; and the authorizing of any officer of such bank to do any act or thing on behalf of the Corporation to facilitate such banking business.

8.7 Execution of Instruments

The signing authorities of the Association may be those individuals designated by council from time to time by special resolution. These individuals may be any officer or officers or any other person or persons on behalf of the Corporation either to sign contracts, documents or instruments in writing generally or to sign specific contracts, documents or instruments in writing. The term "contract, documents or instruments in writing" as used in this bylaw shall include deeds, mortgages, hypothec, charges, conveyances, transfers and assignments of property, real or personal, immovable or movable, agreements, releases, receipts and discharges for the payment of money or other obligations, conveyances, transfers and assignments of shares, share warrants, bonds, debentures or other securities and all other paper writing.

8.8 Contracts

Contracts, documents and instruments in writing so signed by two of the signing authorities are binding on the Association.

8.9 Auditor

Council shall appoint an auditor every 5 years. In intervening years the Council shall engage a qualified person or firm to conduct a Management Review.

ARTICLE IX: FOR THE PROTECTION OF DIRECTORS AND OFFICERS

No Director or Officer for the time being of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other Director or Officer or employee or for joining in any receipt or act of conformity or for any loss damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by the Corporation or for or on behalf of the Corporation for the insufficiency or deficiency of any security in or upon which monies of or belonging to the Corporation shall be placed out or invested or for any loss or damage arising from the bankruptcy or insolvency or tortuous act of any person, firm or the Corporation with whom or which any monies, securities or effects of the Corporation shall be lodged or deposited or for any other loss, damage or misfortune whatsoever which may happen in the execution of the duties of his or her respective office or trust or in relation thereto unless it shall happen by or through that person's own wrongful and willful act or through that person's own wrongful or willful neglect or default.

ARTICLE X: AMENDMENT OF THE BYLAWS

10.1 Process

These bylaws may be repealed or amended at a council meeting by a special resolution, provided that previous notice of the amendment has been sent with written notice of the meeting as per section 14 of the *Act*.

10.2 Approval

Any proposed bylaw changes must be approved by a majority of council members at a council meeting prior to presentation to the membership.

ARTICLE XI: DISTRIBUTION OF INFORMATION

The Association may distribute information and notices to members through a variety of formats including mail, electronically through email, or by posting such items on the Association's website.

BYLAWS AMENDED THIS ____ day of _____, 2014. WITNESS the corporate seal of the Corporation.

SIGNATURES:

Signature (President)

Signature (Vice-President)

Appendix A

Saskatchewan Dental Hygienists' Association

CURRENT FEE SCHEDULE
Effective November 2015

Application Review Fee (NON-REFUNDABLE)	\$100.00
SDHA Registration Fee	\$150.00
SDHA Reinstatement Fee	\$150.00
SDHA License Fees	
<ul style="list-style-type: none"> • Full License: Qualified to administer local anaesthesia 	\$600.00
<ul style="list-style-type: none"> • Conditional License: Not qualified to administer local anaesthesia. Allowable for a maximum of two years from the initial registration date to become qualified to administer local anaesthesia. 	\$600.00
<ul style="list-style-type: none"> • Non-Practising License: Applicant must qualify for a Full or Conditional License and chose not to practice in Saskatchewan during the current licencing period. This type of License can be granted for a total of no more than three consecutive licencing periods (36 months). Continuing Competency requirements must be maintained. Applications in this category seeking to convert to a practicing License in the future should seek the advice of the Registrar. 	\$300.00
<ul style="list-style-type: none"> • New Graduate License: May be granted to an applicant that has not been registered/licensed in any other jurisdiction and is submitting an application in the same calendar year as graduation from a dental hygiene program. 	\$300.00
<ul style="list-style-type: none"> • Temporary License: Valid for no more than 2 months and only for the purpose of participating in or conducting a clinical course, study club, or research program. 	\$300.00
License Renewal Late Fee: Applied to license applications received after the license renewal deadline of October 15 annually	\$100.00
Letter of Good Standing	\$25.00
Duplicate Certificate or Tax Receipt	\$25.00
Returned Cheque Fee	\$25.00

Please Note

- For new applications or reinstatements, the following fees (totalling \$250) should be submitted in addition to the applicable license fees :
 - **Application Review Fee: \$100.00 (non-refundable)**
 - **Registration OR Reinstatement Fee: \$150.00**

Appendix B

POLICY GOVERNANCE® SOURCE DOCUMENT

Why a Source Document?

A “source” is a point of origin. A source document is a “fundamental document or record on which subsequent writings, compositions, opinions, beliefs, or practices are based.” (Websters)

Without a simply expressed clear point of source, interpretations, opinions, writings and implementations may intentionally or unintentionally diverge from the originating intent and ultimately be undifferentiated. The point of source (“authoritative source”) is John Carver, the creator of Policy Governance, with Miriam Carver his fellow master teacher.

Without a simply expressed clear source document, Policy Governance is not reliably grounded and not transferable as a paradigm of governance. It is left vulnerable to interpretation, adaptation and impotence. This document has been produced by the International Policy Governance Association and approved by John and Miriam Carver as being true to source.

What Policy Governance is NOT!

1. Policy Governance is not a specific board structure. It does not dictate board size, specific officers, or require a CEO. While it gives rise to principles for committees, it does not prohibit committees nor require specific committees.
2. Policy Governance is not a set of individual “best practices” or tips for piecemeal improvement.
3. Policy Governance does not dictate what a board should do or say about group dynamics, methods of needs assessment, basic problem solving, fund raising, managing change.
4. Policy Governance does not limit human interaction or stifle collective or individual thinking.

What Policy Governance IS!

Policy Governance is a comprehensive set of integrated principles that, when consistently applied, allows governing boards to realize owner-accountable organizations. Starting with recognition of the fundamental reasons that boards exist and the nature of board authority, Policy Governance integrates a number of unique principles designed to enable accountable board leadership.

Principles of Policy Governance

1. Ownership: The board connects its authority and accountability to those who morally if not legally own the organization—if such a class exists beyond the board itself—seeing its task as servant-leader to and for that group. “Owners,” as used in the Policy Governance model, are not all stakeholders, but only those who stand in a position corresponding to shareholders in an equity corporation. Therefore, staff and clients are not owners unless they independently qualify as such.

2. Governance Position: With the ownership above it and operational matters below it, a governing board forms a distinct link in the chain of command or moral authority. Its role is commander, not advisor. It exists to exercise that authority and properly empower others rather than to be management’s consultant, ornament, or adversary. The board—not the staff—bears full and direct responsibility for the process and products of governance, just as it bears accountability for any authority and performance expectations delegated to others.

3. Board Holism: The board makes authoritative decisions directed toward management and toward itself, its individual members, and committees only as a total group. That is, the board’s authority is a group authority rather than a summation of individual authorities.

4. Ends Policies: The board defines in writing the (a) the results, changes, or benefits that should come about for (b) specified recipients, beneficiaries, or other targeted groups, and (c) at what cost or relative priority for the various benefits or various beneficiaries. These are not all the possible benefits that may occur, but are those that form the purpose of the organization, the

achievement of which constitutes organizational success. Policy documents containing solely these decisions are categorized as *Ends* in the terminology of the Policy Governance model but can be called by whatever name a board chooses, as long as the concept is strictly preserved.

5. Board Means Policies: The board defines in writing those behaviors, values, practices, disciplines, and conduct of the board itself and of the board's delegation and accountability relationship with its own subcomponents and with the executive part of the organization. Because these are non-ends decisions, they are called board *means* to distinguish them from ends and staff means. All board behaviours, decisions and documents must be consistent with these pronouncements. In the terminology of the Policy Governance model, documents containing solely these decisions are categorized as *Governance Process* and *Board-Management Delegation* but can be called by whatever name a board chooses, as long as the concept is strictly preserved.

6. Executive Limitations Policies: The board makes decisions with respect to its staff's means decisions and actions only in a proscriptive way in order simultaneously (a) to avoid prescribing means and (b) to put off limits those means that would be unacceptable *even if they work*. Policy documents containing solely these decisions are categorized as *Executive Limitations* in the Policy Governance terminology, but can be called by whatever name a board chooses, as long as the concept is strictly preserved.

7. Policy "Sizes": The board's decisions in Ends, Governance Process, Board-Management Delegation, and Executive Limitations are made beginning at the broadest, most inclusive level and, if necessary, continuing into more detailed levels that narrow the interpretative range of higher levels, proceeding one articulated level at a time. These documents are exhaustive, replacing or obviating board expressions of mission, vision, philosophy, values, strategy, and budget. They are called *policies* in the terminology of the Policy Governance model but can be called by whatever name a board chooses, as long as the concept is strictly preserved.

8. Delegation to Management: If the board chooses to delegate to management through a chief executive officer, it honors the exclusive authority and accountability of that role as the sole connector between governance and management. In any event, the board never delegates the same authority or responsibility to more than one point.

9. Any Reasonable Interpretation: In delegating decisions beyond the ones recorded in board policies, the board grants the delegatee the right to use any reasonable interpretation of those policies. In the case of Ends and Executive Limitations when a CEO exists, that delegatee is the CEO. In the case of Governance Process and Board-Management Delegation, that delegatee is the CGO (chief governance officer) except when the board has explicitly designated another board member or board committee.

10. Monitoring: The board monitors organizational performance solely through fair but systematic assessment of whether a reasonable interpretation of its Ends policies is being achieved within the boundaries set by a reasonable interpretation of its Executive Limitations policies. If there is a CEO, this constitutes the CEO's evaluation.

All other practices, documents, and disciplines must be consistent with the above principles. For example, if an outside authority demands board actions inconsistent with Policy Governance, the board should use a 'required approvals agenda' or other device to be lawful without compromising governance.

Policy Governance is a precision system that promises excellence in governance only if used with precision. These governance principles form a seamless paradigm or model. As with a clock, removing one wheel may not spoil its looks but will seriously damage its ability to tell time. So in Policy Governance, all the above pieces must be in place for Policy Governance to be effective. When all brought into play, they allow for a governing board to realize owner accountability. When they are not used completely, true owner accountability is not available.

Policy Governance boards live these principles in everything they are, do and say.

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