



## **BOARD OF DIRECTOR POLICIES AND PROCEDURES**

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Wood Buffalo Food Bank Association will also be referred to as the FMFB.

## **INTRODUCTION**

Policies and Procedures are the internal controls of an organization. Following policy affords allowances and boundaries for all involved with the organization from the Board of Directors to Staff. Providing effective structure from which to work from, the organization can then look forward to productivity not otherwise reachable.

Policies and Procedures educate new and existing Board Members as to the existing and operating procedures of the organizations. This document is also used to define roles and responsibilities, giving a sense of purpose to each member.

Expectations are clearly laid out for both Board and Staff, risks and challenges can be managed, and employee engagement can be achieved with well written policy.



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## 1. Board Structure

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### BOARD STRUCTURE

### POLICY 1.1

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#### POLICY

According to the FMFB By-Laws (2010), the affairs of the Society shall be managed by a Board of no less than five (5) and no more than twelve (12) directors.

Directors shall be elected to hold office for a term of three (3) years and a retiring Director is eligible for re-election following the expiry of his or her term.

Building a strong board requires that prospective board members know from the start what the organization expects of them. Expectations are described in the Policy and Procedures document.

#### PROCEDURE

Board members and staff may at any time identify prospective board members.

Potential Board Members will need to submit an application and meet with members of the Executive Committee before being nominated.

Generally Board Members will be elected at the Annual General Meeting. However, if there are several opening on the Board, the Board may choose to seek out potential board members throughout the year.



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**COMMITTEES****POLICY 1.2**

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**POLICY**

The Wood Buffalo Food Bank Association will have five committees:

- Executive
- Finance
- Governance
- Fund Development/Philanthropy
- Program

**PROCEDURE**

The Executive Committee will comprise of a Chairperson, Vice Chairperson, Treasurer, and Secretary. All positions of the Executive are filled and elected by the Board of Directors.

The Finance Committee will include the Treasurer and a minimum of two (2) other Board Members.

The Governance Committee will include a minimum of three (3) Board Members.

The Fund Development/Philanthropy committee will include a minimum of two (2) Board Members. This committee can also include community members.

The Program Committee will include a minimum of two (2) Board Members. This committee can also include community members.

With the exception of the Executive, the Board Chairperson and Executive Director are ex-officio members of each Committee.

Each committee is governed by its own Terms of Reference.

The Board may at times, at its discretion, choose to create an Ad-Hoc committee to deal with issues as they arise.



## GENERAL RESPONSIBILITIES OF THE BOARD AS A CORPORATE BODY

POLICY 1.3

## POLICY

The role of the Board is *governance*; the role of the Executive Director is *management*.

The Board has a duty to manage the organization honestly, in good faith, and in the best interest of the organization while using the care and diligence of a reasonably prudent person.

## PROCEDURE

## Trusteeship

The Board is responsible for the organization's programs, image and assets. The Board has a duty to manage the organization honestly, in good faith, and in the best interest of the organization while using the care and diligence of a reasonably prudent person.

## Financial Management

The Board is responsible for spending money on programs that represent the organization's priorities of need. As trustees responsible of funds which the organization raises, accepts and disperses, adequate financial controls which protect the assets and limit the liabilities will be maintained.

## Program Planning Implementation and Evaluation

The Board must ensure that goals are set, obligations defined and plans developed to reach these goals. The goals will reflect the needs of the FMFB and the community.

## Communication

Communication within the organization, both written and verbal, will enable better understanding and support of all organization matters. Interaction with potential members, community leaders, other organizations, and various business and government bodies is also very important.



## AUTHORITY AND ACCOUNTABILITY

## POLICY 1.4

## POLICY

The Board is the final authority of the Wood Buffalo Food Bank Association and is accountable to its funders and the community it serves.

The Executive Director has authority over the day to day operations of the Wood Buffalo Food Bank Association and is accountable to the Board of Directors.

## PROCEDURE

The Board will ensure funders and community interests are kept top of mind in all decision making.

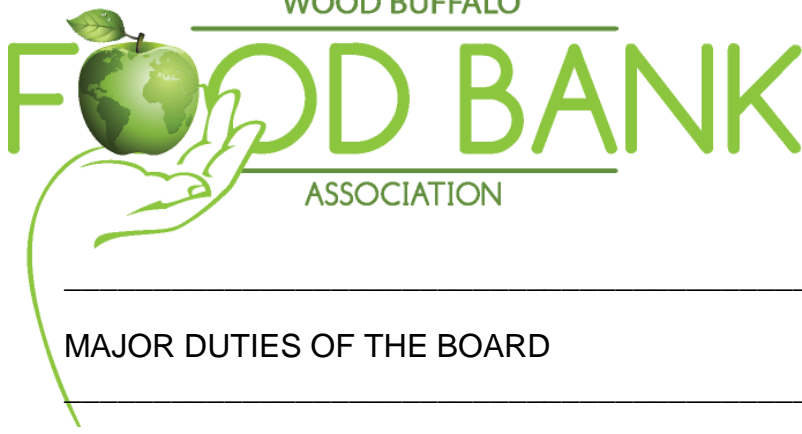
The Board will be accountable to other members, ensuring proper interests are protected.

The Executive Director will oversee the day to day operations reporting activities to the Board at monthly Board meetings, keeping in contact with the Chairperson as needed throughout the month.

The Board will ensure proper government and funder/supporter reporting is complete

Board members will follow the Code of Conduct as it is written. The Code is intended to assist Directors to understand their responsibilities to uphold the goals and values to which the FMFB aspires and to conduct business in accordance with the applicable laws and regulations.

Board members will also sign and respect the Oath of Confidentiality. This signature acknowledges an understanding of and agreement with all of the FMFB's policies and procedures relating to client, staff, volunteer, Board Member and agency confidentiality.



## MAJOR DUTIES OF THE BOARD

## POLICY 1.5

As the oversight body of a non-profit organization, the Board of directors is ultimately responsible for an organization's management activities. Each board member has a fiduciary duty to the organization. This means that the board is acting on behalf of the membership or stakeholders in directing the affairs of the organization. The fiduciary duty of the board is the same for all types of governance structures and covers all areas of responsibility.

In law, a duty is an obligation to act in a certain way and to a certain standard of care.

#### Diligence

Directors will act responsibly, prudently, and in good faith; educate themselves about the organization; make reasonable inquiries into the day-to-day management of the organization; consider explanations and to make informed decisions.

#### Skill/Competence

Directors with a special skill or knowledge have a duty to use that expertise in their role as a Board member, and to practice the standard of care expected of their professional abilities.

#### Loyalty

Directors have a duty to always place the interest of the organization first. This means acting honestly, in good faith and in the best interest of the organization. Directors must fully and promptly disclose any potential conflicts of interest and take action to avoid perceived or real conflicts of interest.

#### Obedience

Directors have a duty to act within the scope of the governing documents of the organization and to ensure that committees and staff do so as well. Governing documents include the organization's bylaws, policies, rules and regulations. This duty includes ensuring that governing documents are kept up-to-date. Directors also have a duty to obey all laws and statutes that apply to the organization.





There are ten basic responsibilities of the Board of Directors

#### Determine the Organization mission and Purpose

The Board is responsible for creating the mission statement and review it periodically for accuracy and validity. Each individual board member should fully understand and support it.

#### Select the Executive

Consensus must be reached on the Executive Director's job description and a careful search process to find the most qualified individual for the position undertaken. As the employer, the board is responsible for providing the job description, orientation, and supervision of the Executive Director's position.

#### Support the Executive Director and Review His/Her Performance

Ensure that the executive has the moral and professional support he/she needs to further the goals of the organization. The executive, in partnership with the entire board, should decide upon a periodic evaluation of the executive's performance.

#### Ensure Effective Organization Planning

As stewards of an organization, actively participate with the staff in an overall planning process and assist in implementing the plan's goals.

Ensure Adequate Resources- Provide adequate resources for the organization to fulfill its mission and work in partnership with the executive director to raise funds from the community.

#### Manage Resources Effectively

To remain accountable to its donors, the public, and to safeguard its tax-exempt status, assist in developing the annual budget and ensure that proper financial controls are in place.

#### Determine and Monitor the Organization's Programs and Services

Determine which programs are the most consistent with an organization's mission, and monitor their effectiveness.



#### Enhance the Organization's Public Image

An organization's primary link to the community, including constituents, the public, and the media, is the board. Clearly articulate the organization's mission, accomplishments, and goals to the public as important elements of a comprehensive public relations strategy.

#### Serve as a Court of Appeal

Except in the direst of circumstances, serve as a court of appeal in personnel matters.

#### Assess Its Own Performance

Evaluate its performance in fulfilling responsibilities so as to recognize its achievements and reach consensus on which areas need to be improved. Discussing the results of a self-assessment at a retreat can assist in developing a long-range plan.



## CONFLICT OF INTEREST

POLICY 1.7

## POLICY

## Definition of Conflict of Interest:

A conflict of interest is described as an actual or apparent interest by a Board member in an action that results in, or has the appearance of resulting in, personal, organizational, or professional gain. A conflict of interest occurs when a Board member has a direct or fiduciary interest in another relationship.

A conflict of interest includes any bias or the appearance of bias in a decision-making process that would reflect a dual role played by a member of the organization or group. An example, for instance, might involve a person who is an employee and a Board member, or a person who is an employee and who hires family members as consultants.

The following considerations should be made when facing a potential conflict:

**Duty to Disclose**

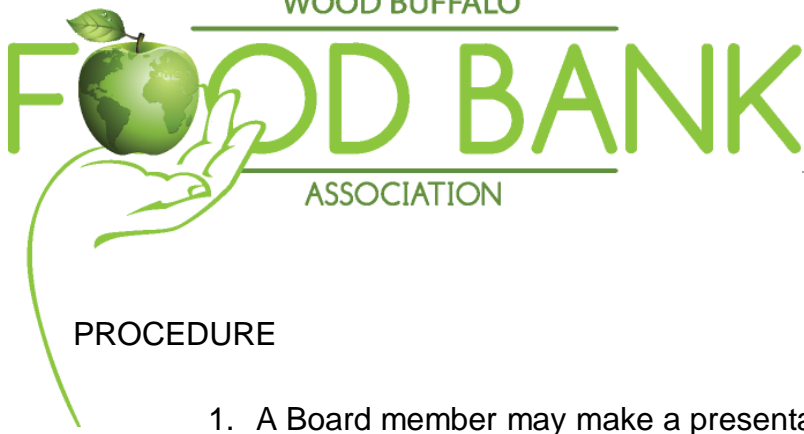
In connection with any actual or possible conflict of interest, a Board member must disclose the existence of the conflict and be given the opportunity to disclose all material facts to the Board or Executive Committee.

**Removal of Self**

Any director may remove him or herself at any time from involvement in any decision or discussion in which the director believes he or she has or may have a conflict of interest, without going through the process for determining whether a conflict of interest exists.

**Determining Whether a Conflict of Interest Exists**

After full disclosure of all material facts, and after any discussion with the interested person, he/she shall leave the Board or Executive Committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining Board or Executive Committee members shall decide if a conflict of interest exists.



## PROCEDURE

1. A Board member may make a presentation at the Executive Committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
2. The Chairperson of the Executive Committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed outcome or arrangement.
3. After exercising due diligence, the Executive Committee shall ascertain whether the FMFB can obtain with reasonable efforts a more advantageous outcome or arrangement from a person or entity that would not lead to a conflict of interest.
4. If a more advantageous outcome or arrangement is not reasonably possible under the circumstances, the Executive Committee shall determine by a majority vote of the disinterested directors whether the outcome or arrangement is in the FMFB's best interest, for its own benefit, and whether it is fair and reasonable. The resulting judgment will determine its decision as to whether to pursue to desired outcome or arrangement.



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**COMPLAINTS AND DISPUTES INVOLVING DIRECTORS****POLICY 1.8**

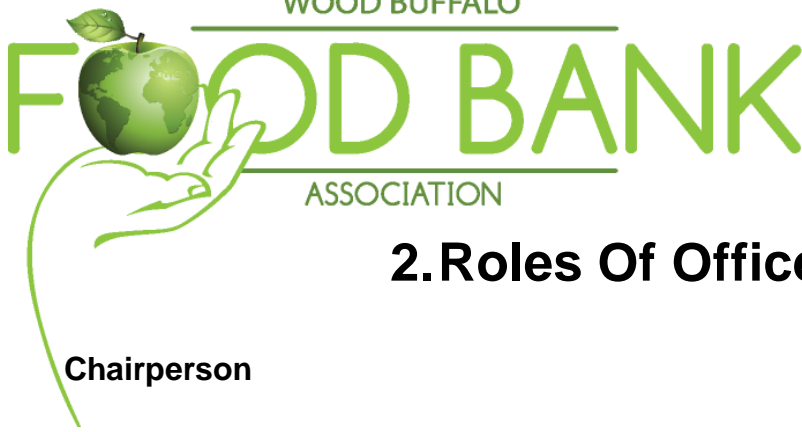
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**POLICY**

There are occasions when complaints and/or disputes involving directors arise. With regard to Wood Buffalo Food Bank Association activities, several factors must be considered to ensure all interested parties are protected and the issue resolved accordingly.

**PROCEDURE**

1. All complaints will be submitted to the Board Chairperson in writing. If the Board Chairperson is not available to receive the complaint/dispute, or the complaint/dispute involves the Chairperson, the written complaint/dispute will then be submitted to the Vice Chairperson
2. The Executive will meet at its earliest convenience to discuss the complaint/dispute
3. The Executive will then request a meeting with the complainant to deliberate further and ensure all required information is forthcoming
4. Should the complaint/dispute involve unlawful activity/behaviour, the RCMP will be notified immediately
5. If the complaint/dispute involves the Directors behaviour or character, but is not unlawful, a meeting between the Director in question and the Executive will be arranged to determine if the accusations are accurate
6. A meeting between all Directors involved will follow to precede with conflict resolution procedures
7. Should an amicable outcome be unreachable, the Executive Committee has the right to accept resignations or proceed with removal of the disruptive Director



## 2. Roles Of Officers Of The Board

### Chairperson

#### Authority and Responsibility

The Chairperson is responsible to the Board of Directors who is the legal authority of the Wood Buffalo Food Bank Association. The Chairperson acts in a position of leadership for the Board of Directors and the organization.

#### Requirements of Board Chairperson include:

- Commitment to the work of the organization
- Knowledge and skills in one or more areas of board governance: policy, finance, programs, personnel, and advocacy
- Willingness to serve on committees
- Attendance at monthly board meetings
- Attendance at meetings of assigned committees
- Attendance at Annual General Meetings
- Support of special events

#### General Duties

The Chairperson shall:

- Provide leadership
- Make sure the board adheres to its bylaws
- Prepare the board's agenda with input from all Board Members
- Chair meetings of the board
- Encourage Board Members to participate in meetings and activities
- Keep the Board's activities focused on the organization's mission
- Evaluate the effectiveness of the Board's decision-making process
- Chair the Executive Committee. This includes coordinating the committee's work, preparing the Board's agenda, and acting on behalf of the Board in emergencies
- Make sure that committee chairpersons are appointed
- Orient Board Members and Committee Chairpersons to the Board
- Serve as ex officio member of committees and attend their meetings when needed
- Make sure there is a process to evaluate the effectiveness of Board members using measurable criteria
- Recognize Board Members contributions



- Act as one of the signing officers for cheques and other documents, such as contracts and grant applications
- Prepare a report for the Annual General Meeting
- Orient new Chairperson
- Meet with the Executive Director on a regular basis on the running of the organization
- Make sure the Board Members remain in their governance role.
- Be responsible for representing the organization to the public and media
- Be familiar with the mandate, bylaws, and policies
- Carry out other duties unique to the organization

## **Vice-Chairperson**

### **Authority and Responsibility**

The Vice-Chairperson is responsible to the Board of Directors who is the legal authority for the Wood Buffalo Food Bank Association. The Vice-Chairperson acts in a position of leadership for the Board of Directors and the organization.

### **Requirements of Vice-Chairperson include:**

- Commitment to the work of the organization
- Knowledge and skills in one or more areas of board governance: policy, finance, programs, personnel, and advocacy
- Willingness to serve on committees
- Attendance at monthly board meetings
- Attendance at meetings of assigned committees
- Attendance at Annual General Meetings
- Support of special events

### **General Duties:**

The Board Vice- Chairperson shall:

- Act in the absence of the Chairperson. If the Vice-Chairperson is absent, the Board Members elect a chairperson for the meeting
- Serve on the Executive Committee
- Learn the duties of the Chairperson and keep informed on key issues



Replace the Chairperson at various functions when requested to do so by the Chairperson or the Board

Work closely as consultant and advisor to the Chairperson

Prepare to serve a future term as Chairperson (optional)

Chair at least one major committee

Be willing to act as a signing officer for cheques and other documents

Orient the new Vice-Chairperson

Be responsible for representing the organization to the public and media when designated

Be familiar with the mandate, bylaws, and policies

Carry out other duties assigned by the Board

## **SECRETARY**

### **Authority and Responsibility**

The Secretary is responsible to the Board of Directors who is the legal authority for the Wood Buffalo Food Bank Association. The Secretary acts in a position of recorder for the Board of Directors and the organization.

### **Requirements of Board Secretary include:**

Commitment to the work of the organization

Knowledge and skills in one or more areas of board governance: policy, finance, programs, personnel, and advocacy

Willingness to serve on committees

Attendance at monthly board meetings

Attendance at meetings of assigned committees

Attendance at Annual General Meetings

Support of special events

### **General Duties**

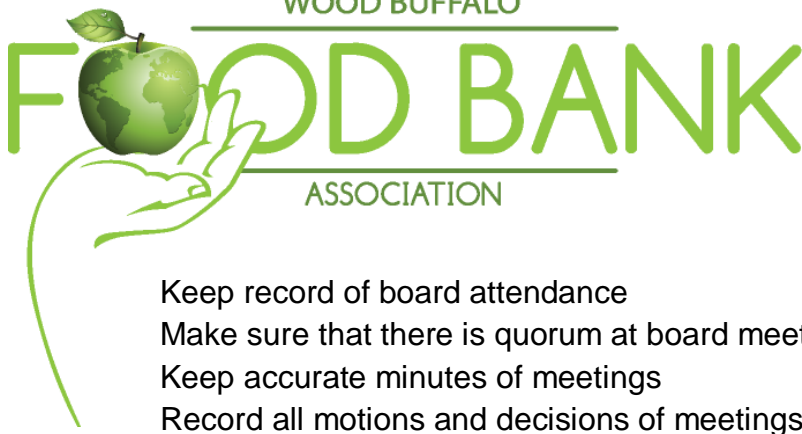
The Board Secretary Shall

Serve on the Executive Committee

Keep copies of the organization's bylaws and the board policies

Bring official minute book to meetings





- Keep record of board attendance
- Make sure that there is quorum at board meetings
- Keep accurate minutes of meetings
- Record all motions and decisions of meetings
- Record all corrections to minutes
- Keep copies of minutes of board meetings
- Sign official documents of the organization as required
- In the absence of the Chairperson and vice-Chairperson, chair board meetings until the election of an alternate chairperson
- Orient the new Secretary
- Be responsible for representing the Board position to the public
- Be responsible for representing the Board position to the media when designated
- Be familiar with the mandate, bylaws and policies
- Carry out other duties assigned by the Board

## **Board Treasurer**

### **Authority and Responsibility**

The Treasurer is responsible to the Board of Directors which is the legal authority for the Fort McMurray Food Bank. The Treasurer acts in a position of financial leadership for the Board of Directors and the organization.

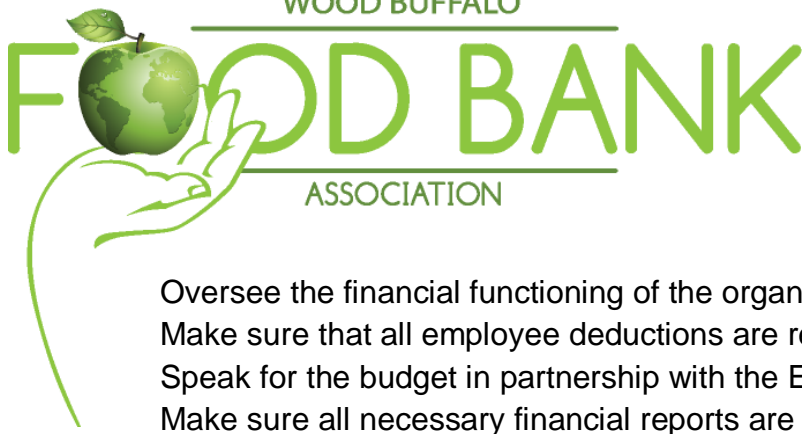
### **Requirements of Board Treasurer include:**

- Commitment to the work of the organization
- Knowledge and skills in one or more areas of board governance: including but not limited to finance programs, policy, personnel, and advocacy
- Willingness to serve on committees
- Attendance at monthly board meetings
- Attendance at Annual General Meeting

### **General Duties**

The Board Treasurer shall:

- Serve on the Executive Committee
- Give regular reports to the Board on the financial state of the organization



- Oversee the financial functioning of the organization
- Make sure that all employee deductions are remitted
- Speak for the budget in partnership with the Executive Director and Finance Committee
- Make sure all necessary financial reports are filed
- Chair the Finance Committee
- Do the monthly reconciliation of all bank accounts
- Orient the new Treasurer
- Act as signing officer, with another and/or Executive Director for cheques and other documents
- Make sure an audited statement of the financial position is prepared and presented at the Annual General Meeting
- Be responsible for representing the Board position to the public
- Be responsible for representing the Board position to the media when designated
- Be familiar with the mandate, bylaws, and policies
- Carry out other duties assigned by the Board

## **Member at Large**

### **Authority and Responsibility**

The Board of Directors is the legal authority for the Wood Buffalo Food Bank Association. As a member of the Board, the Member at Large acts in a position of trust for the community and is responsible for the effective governance of the organization.

### **Requirements of Board Members at Large include:**

- Commitment to the work of the organization
- Knowledge and skills in one or more areas of board governance: policy, finance, programs, personnel, and advocacy
- Willingness to serve on committees
- Attendance at meetings
- Support of and participation in special events and fundraisers

### **General Duties:**

A Board Member at Large is fully informed on organizational matters, and participates in the Board's deliberations and decisions in matters of policy, finance, programs, personnel and advocacy.

A Member at Large shall:

Approve, where appropriate, policy and other recommendations received from the Board, its Committees and Executive Director

Monitor all Board policies

Review the bylaws and policy manual, and recommend bylaw changes to the Board

Review the Board's structure, approve changes, and prepare necessary bylaw amendments

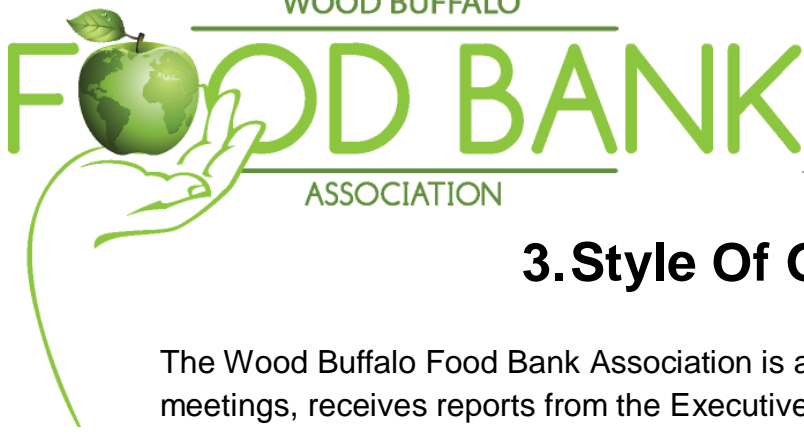
Participate in the development of the Wood Buffalo Food Bank's strategic plan and annual review

Approve the FMFB annual budget

Assist in developing and maintaining positive relations among the Board, committees, staff members, and community to enhance the FMFB

Be familiar with the mandate, bylaws, and policies of the FMFB

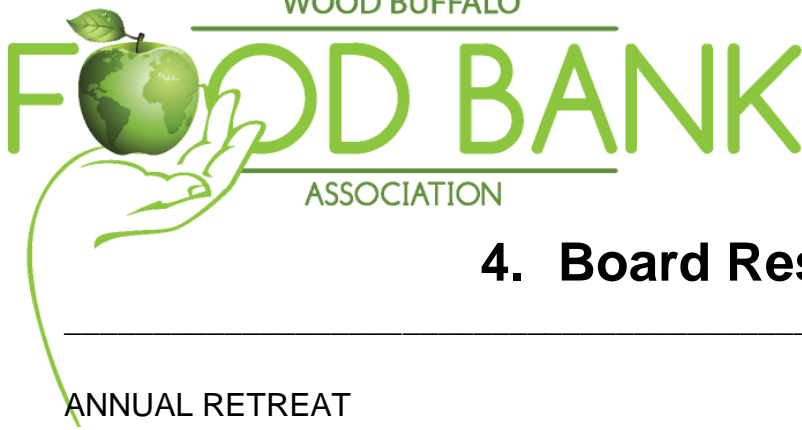
Be responsible for representing the Board's position to the public and media when requested.



### **3. Style Of Governance**

The Wood Buffalo Food Bank Association is a Governing Board and as such has regular meetings, receives reports from the Executive Director and other staff as necessary, then gives direction as to how to deal with issues and set policy of the organization.

Governing boards often do things like approve individual expenditures, programs, and action, meeting regularly in order to do these activities.



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## 4. Board Responsibilities

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ANNUAL RETREAT

POLICY 4.1

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Every calendar year the Board of Directors of the Wood Buffalo Food Bank Association will set aside a block of time to review and revise the FMFB Strategic Plan, Annual Operating Plan, and Annual Budget. This Planning Retreat will encompass the following:

- A five (5) year Strategic Plan will be put in place and/or reviewed
- An Annual Operating Plan will be put in place
- Annual Budget for any major projects will be put in place and/or reviewed
- Review Mission and Vision Statements

It is the Executive Committees responsibility to plan and prepare for the Annual Retreat. Part of that preparation will include an agenda reflecting the planning needs of the organization. This agenda should be made available a month prior to the Annual Retreat. In response, each Committee will come prepared with possible solutions in accordance with assigned responsibilities and duties.

The Executive Director is to be present at these Annual Retreats.



## POLICY

The Board of Directors are the trustees responsible for funds which the organization raises, accepts, and disperses.

## PROCEDURE

Establish basic internal controls to ensure that transactions are appropriately executed and recorded, including segregation of duties to maintain appropriate checks and balances.

Be alert to control weaknesses that can lead to waste, misuse, misappropriation or destruction of assets (including data and data integrity) and taking action to correct such weaknesses.

Report all suspected or known misappropriations, misuses, destruction of assets (including data and data integrity) and conflicts of interest.

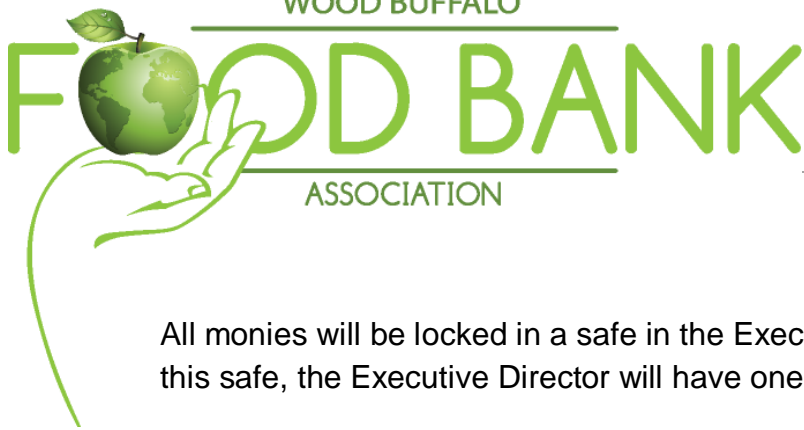
Maintain the confidentiality of Wood Buffalo Food Bank financial information as required.

Monthly Board Meeting will include a Treasurer's Report ensuring transparency and accountability.

Each board member is responsible for gaining a sufficient level of comfort and understanding of the numbers. If any issue, large or small, is not clear, the board should seek clarification. A diligent board member will ask as many questions as needed to put to rest any doubts or uncertainty.

The Board is responsible for securing adequate resources for the organization to fulfill its mission.

The Board of Directors will at all times adhere to adequate financial controls which protect the assets of the Wood Buffalo Food Bank Association. These include:



All monies will be locked in a safe in the Executive Directors Office; there are only two keys to this safe, the Executive Director will have one, the Board Chairperson will have the other

At no time will more than \$5000.00 be left onsite, locked in the safe overnight  
Proper reporting to all levels of government will be adhered to

Controls at Major Fundraising Events will include:

Two people will always be present to count money ('Counters'); one will always be a Board Member or Senior Level Staff

Both Counters are to sign off on all deposits

Counters are to make nightly bank drops

Annual Audits will be conducted.



## HUMAN RESOURCES STEWARDSHIP

## POLICY 4.3

## POLICY

Stewardship of the Wood Buffalo Food Bank Association's human resources involves creating a work environment in which people treat each other with respect and dignity, regardless of their roles, responsibilities or differences. Further, it involves providing others with support, direction, and resources to allow them to accomplish the responsibilities of their jobs and to reach the goals that you set with them for professional and personal growth.

## PROCEDURE

Learn, follow and uphold the FMFB policies in human resource management, diversity and affirmative action, including applicable external policies, and governmental and regulatory requirements.

Maintain high ethical standards and demonstrating integrity, honesty and trustworthiness in all that you do as a representative of the FMFB.

Respect the diverse contributions of each Board Member and employee that, directly or indirectly, help the FMFB achieve its mission.

Create a positive and healthy work environment that will foster creativity, teamwork, collaboration and productivity among members.

Hire and retain qualified and productive employees.

Maintain internal title and salary equity.

Seek ways to continuously improve and innovate the work processes that you control or in which you participate. This includes openly sharing improvement strategies and lessons to help others learn from your experiences.

Practice open and direct communication in the workplace with empathy for other perspectives and reactions.



Exert a positive influence in the work place through your words and actions.

Participate in candid, developmentally oriented performance discussions to identify the progress that you and others are making in meeting assigned responsibilities and moving towards future goals. This includes creating professional development plans to assist others in the acquisition of new skills and knowledge through education, training, networking and mentoring.

Create a work place where members share responsibility for supporting its missions and receive appropriate recognition for their contributions.

Maintain the confidentiality of FMFB human resource data and information as required.

Manage outside affiliations in a manner that is non-competitive with the FMFB mission.

Seek an appropriate work-life balance as a way of ensuring personal and professional effectiveness for you and for others.

Develop and share information on career paths and ladders.



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**PERFORMANCE MONITORING AND ACCOUNTABILITY****POLICY 4.4**

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**POLICY**

The Board has a responsibility to hold itself accountable for the overall performance of its responsibilities and to evaluate its effectiveness.

In a positive, constructive environment board members will provide information to the Board Chairperson for the purpose of identifying actions to improve individual board member performance and to improve the performance of the Board.

The evaluation is to monitor the performance of the Board. This part of the evaluation will be carried out on an annual basis.

**PROCEDURE**

A Board Retreat will be conducted one month after the Annual General Meeting but no later than November 30<sup>th</sup>. It is at this meeting a plan along with goals for the coming year will be established. It will also assess the Boards work and achievements over the past year. Tools with which to assess board performance are included in the appendixes.



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**RISK MANAGEMENT****POLICY 4.5**

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**POLICY**

There is always a certain level of risk in every operation. Board Members are responsible for minimizing or eradicating possible risks associated with Wood Buffalo Food Bank Association activities.

**PROCEDURE**

When possible, a lawyer or other legal professional will serve as a Board Member.

When possible, an accountant or individual with financial designation will serve as a Board Member.

Proper financial reporting will be adhered to.

Directors Insurance will be maintained as well as comprehensive coverage for building and vehicle.

Insurance coverage for specific events will be obtained as required.

Precise and detailed job descriptions for staff, Board, and volunteers will be provided.

Board and volunteer orientation procedures will be implemented and followed.

Risk Management Planning Sheet (Appendix 2) will be used when assessing possible risks when required.

Crisis Management Plan will be followed when needed.



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COMMUNITY REPRESENTATION AND ADVOCACY

POLICY 4.6

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POLICY

There are two parts to this policy:

- i. Board Members will associate themselves with the Wood Buffalo Food Bank Association in the community whenever appropriate
- ii. Membership will also represent the community as a whole

PROCEDURE

- i. The Board of Directors will possess a familiarity with and access to community leaders, political representatives and other relevant local organizations.

Directors will also enjoy public recognition and respect as well as a commitment and ability to fundraise or to connect the organization with potential resources.

Directors will seek out opportunities to educate the public about the FMFB and advocate on its behalf.

- ii. Board Membership will include representatives from various vocations in the community, including but not limited to legal, financial, business, industry, and non-profit.



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**MANAGEMENT OF CRITICAL TRANSITIONAL PHASES****POLICY 4.7**

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**POLICY**

In the event the Executive Director or Board Chairperson need to step down or are relieved of his/her duties, the Board of Directors will ensure Wood Buffalo Food Bank Association's business continues.

**PROCEDURE**

A transition plan will be created that includes:

- All files and communication will be clearly marked and up to date

- Signing authority changed and updated

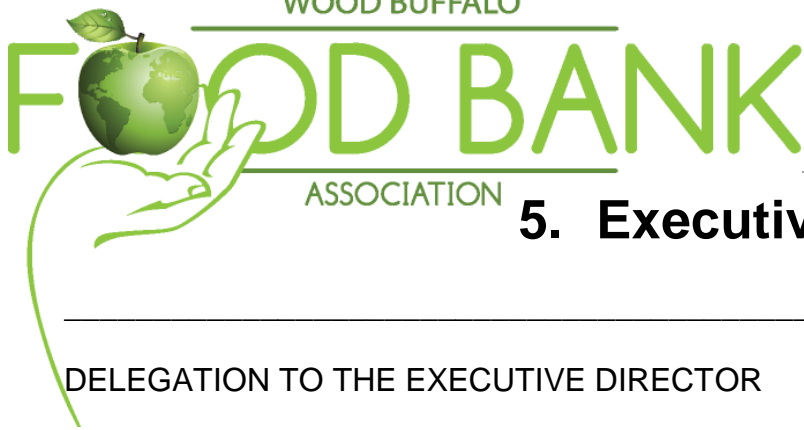
- The Board of Directors will create a communication plan that ensures a consistent message to the public

- Confidentiality will be respected

In the event the Executive Director leaves his/her position abruptly, the Executive Committee will undertake the hiring process of a replacement. Recruiting may commence internally prior to public tender.

Until a suitable candidate is found, the Executive Committee will undertake the duties of the Executive Director.

In the event the Board Chairperson leaves his/her position abruptly, the Vice Chairperson will assume the position. The remaining Board Members will then decide if the open position on the Board is to be filled immediately or at the next AGM.



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## 5. Executive Authority

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DELEGATION TO THE EXECUTIVE DIRECTOR

POLICY 5.1

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### POLICY

The Executive Director reports to the Board Chairperson and is accountable to the Board. The Board will establish the broadest policies, delegating implementation and more detailed policy development to the Executive Director.

### PROCEDURE

Only decisions of the Board are binding on the Executive Director. Decisions or instructions of individual Board members, officers or committees are not binding on the Executive Director, except when the Board has specifically authorized such exercise of authority.

All Board authority is delegated through the Executive Director so that all authority and accountability of staff, programs and enterprises (as far as the Board is concerned) is considered to be the authority of the Executive Director.

Information or assistance may be requested by individual Board members, officers or committees; but if such request, in the Executive Director's judgment, requires a material amount of staff time or funds or is disruptive, it may be refused.




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 APPOINTMENT OF THE EXECUTIVE DIRECTOR
 

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POLICY 5.2

## POLICY

The day to day affairs of the Wood Buffalo Food Bank Association will be managed by an Executive Director.

## PROCEDURE

Step 1: Determine future needs of agency and develop profile of ideal candidate

- List demands of job—issues facing agency
- List assets (knowledge, skills, and abilities) of ideal Executive Director
- Agree on salary range
- Develop candidate profile

Step 2: Plan hiring strategy and recruit applicants

- Agree on tasks and schedules
- Make interim arrangements for agency's management
- Agree on process and schedule
- Decide how to involve staff and others
- Advertise

Step 3: Screen applicants

- Receive applications
- Screen applications
- Choose whom to interview

Step 4: Assess candidates

- Plan assessment process
- Design interview
- Conduct interviews

Step 5: Hire Executive Director

- Agree on choice
- Negotiate details
- Draft employment agreement

Final Steps: Establish and maintain good relationship

- Set clear expectations
- Plan for formal evaluation after the Probationary Period and Annually



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EXECUTIVE DIRECTOR'S PERFORMANCE EVALUATION

POLICY 5.3

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POLICY

A Performance Evaluation of the Executive Director shall be conducted annually and within three months of the fiscal year end, by the Chairperson of the Board

PROCEDURE

Members of the Board shall be invited to provide input to the appraisal committee

The Evaluation will consist: of a Self-Evaluation to be completed by the Executive Director and an Evaluation completed by the Board Chairperson both of which will be completed at least one week prior to the meeting

The Chairperson with the recommendation of the Executive Committee in consultation with the Board, shall determine the salary and/or benefit changes based on the results of the evaluation





## 6. Board Development

### RECRUITMENT AND SCREENING OF NEW BOARD MEMEBERS

POLICY 6.1

#### POLICY

The Board of Directors shall consist of no less than five (5) and no more than (12) members as per the by-laws. Membership will include various vocations in our community

#### PROCEDURE

We select Board members through a transparent, non-partisan process that focuses on the abilities and suitability of individual membership candidates. We seek to recruit, develop and retain Board members who can and will carry out their duties as Board members, including:

Participate fully in Board meetings and activities as well as other Organizational activities

Engage in ongoing development of the Board, including their own orientation to all aspects of governance as well as development of new members to support the Board's ongoing success

Monitor and seek to improve their own performance and processes to conform with standards of good governance and with Board policies and bylaws

Seek to develop positive relationships with the Organizations external community and stakeholders

Represent their professional and personal perspectives with integrity and with respect for the perspectives of all Board members

Be conscious of and avoid conflicts of interest

Contribute to the FMFB ongoing development through their personal and professional competencies.



The Board provides members with opportunities to learn about the principles and processes by which we fulfil our mandate, through:

- Orientation for new Board members
- Development opportunities related to Board and committee responsibilities
- Education sessions at Board meetings

**Terminating Board membership**

The Board respectfully invites the resignation of any Board member who cannot meet the Board's expectations for participation in Board activities or who fails to comply with the FMFB Code of Conduct.



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## 7. Board Management

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MEETINGS

POLICY 7.1

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### POLICY

This Policy is intended to support the contribution of all Board Members. Board Meetings are held monthly at a date and time set by the Board at the first meeting following the Annual General Meeting.

### PROCEDURE

All Board Members and the Executive Director are to come to meetings prepared, having read all communication and/or reports provided prior to arriving.

Everyone is expected to arrive on time.

Regrets must be passed on to the Board Chairperson. Should a member fail to send his/her regrets, he/she will be considered absent.

Members may attend via telephone should they not be able to attend in person.

All Board Members are expected to participate in meetings, conducting his/herself professionally.

Quorum will consist 50%+1.



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**CONFLICT RESOLUTION****POLICY 7.2**

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**POLICY**

The Wood Buffalo Food Bank Association is committed to creating and maintaining an organizational environment characterized by constructive, productive and supportive working relationships. These are ones that are open to contrasting styles of understanding and acting and different points of view and that recognize that human interactions are complex, often difficult, and that we all can contribute to their success and breakdown.

All persons involved with the FMFB have an obligation to communicate openly and respectfully with one another and to provide reasons for particular decisions or actions. When disagreements arise, greater understanding by all is needed. The presence of conflict, if dealt with effectively, offers an opportunity for individual and organizational learning including the identification of policies and practices which need to be improved.

**PROCEDURE**

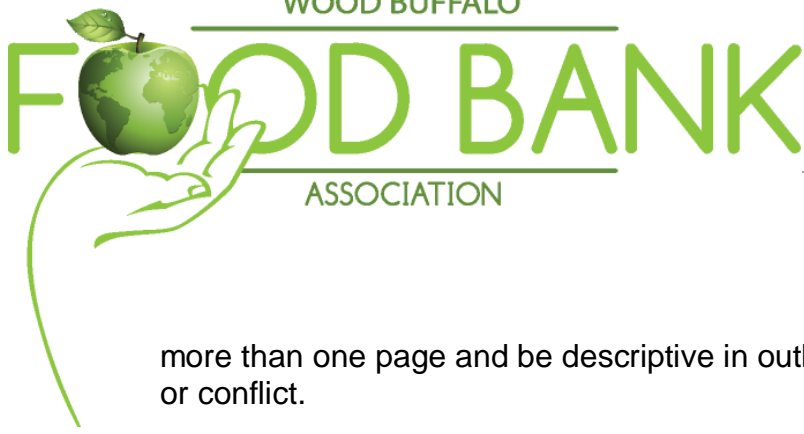
In the event that any person or group is experiencing a board –related conflict or has a complaint about the actions of another person, the following guidelines will apply.

Communicate directly with the person or persons whose actions are the cause of the complaint. People should reasonably expect to know if their behaviour or their decision is a problem for another person or group.

If the circumstances are such that the person with a complaint is unable or unwilling to communicate directly with the persons or persons whose actions are the cause of their complaint, either for fear of it going badly, or of reprisal, the help of others should be sought in resolving the conflict.

Complaints and conflicts that cannot be resolved by those directly involved will be dealt with by the Board Chairperson.

Communication of the complaint or conflict shall first be made verbally. If this does not lead to a resolution that is satisfactory to the complainant, the nature of the complaint should be communicated in writing to the Chairperson of the Board. Such communication should be no



more than one page and be descriptive in outlining the events that gave rise to the complaint or conflict.

Persons involved in helping resolve the conflict can play a facilitation or mediation role where the goal is to help the parties restore a positive working relationship in the future, or a decision-making /arbitration role where they investigate what happened and make a determination of who is responsible for the situation and what the consequences for the parties should be. The choice of these two approaches should be offered to the parties. If a mediated approach fails to resolve the matter, an arbitrated approach can be undertaken.

The parties will refrain from drawing others into the process as a way of garnering support or getting attention. This can escalate the problem and can be damaging to the organization.

Complaints and conflicts shall be dealt with in a confidential manner. Meetings to resolve a complaint shall be open only to the parties and those attempting to resolve the complaint. The parties may have an advocate or supporter present. Meetings may be with the parties individually, together or both. In the interest of openness, no minutes or written record of what is said in these meetings shall be recorded although, if the parties agree, the outcome of the meetings or a resulting agreement may be documented.

The parties, and those helping to resolve the conflict, should avoid communicating the details of a complaint, making or responding to allegations or giving advice by e-mail. Face-to-face communication, as difficult as it is, should be relied upon. E-mail messages can be used for arranging meeting meetings or communicating details of the resolution process.



**APPENDIXES**

Board Performance

Risk Management Planning Sheet



## BOARD SELF ASSESSMENT QUESTIONNAIRE

### Section One: Board and Staff Roles

	Strongly Agree	Agree	Somewhat Disagree	Disagree	Don't Know	Not Applicable
The roles and responsibilities of our Board are clearly defined and separate from those of the staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our board takes the primary responsibility for setting the organization's policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board members seldom assume roles and responsibilities that belong to staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board delegates to the organization's Executive Director sufficient authority to lead the staff and carry out the organization's mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board members do not interact with staff directly to influence staff behaviour or program management without first coordinating with and getting the agreement of the Executive Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What a problem or conflict arises between board and staff, we move quickly and effectively to resolve it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Section Two: Policy Making Practices

	Strongly Agree	Agree	Somewhat Disagree	Disagree	Don't Know	Not Applicable
If a new policy is needed for the board or the organization as a whole, the issue is clearly presented to and discussed by the board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board approves all new organizational policies before they are implemented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policies exist for key areas such as finance, human resources, safety, conflicts of interest, legal and ethical compliance, and any other functions unique to our organization's work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our organization's policies are effectively communicated to all board members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board reviews policies at least every two years, and updates them as needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board revisits its role as the policy-making body of the organization at least every two years to ensure it is meeting this responsibility and has not drifted off-course into areas belonging to the staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



## Section Three: Planning Practices

	Strongly Agree	Agree	Somewhat Disagree	Disagree	Don't Know	Not Applicable
Our organization's mission and purpose are clearly understood and accepted by our board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The mission and purpose of the organization are reviewed by the board each time strategic planning takes place to ensure that they are aligned with current program activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The members of the board reach consensus on a vision that communicates where the organization will be headed over the next 3-5 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The full board collaboratively reviews and updates the organization's strategic plan at least every two years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff develop and carry out annual action plans based on the board-approved strategic plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board is thoroughly briefed by the staff on annual plans developed by staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Section Four: Fiscal Management Practices

	Strongly Agree	Agree	Somewhat Disagree	Disagree	Don't Know	Not Applicable
The organization's annual budget is fully discussed and understood by the board prior to approving it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The fiscal health of our organization is regularly reviewed and any necessary board actions are taken thoughtfully but quickly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board leadership takes steps to ensure that fiscal reports are thoroughly understood by all board members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The annual report of our organization's independent auditor is reviewed by the board and any necessary actions are taken in a timely way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board members are fully aware of their legal responsibilities for the organization's fiscal management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board reviews the financial statements and position of the organization on a monthly basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



## Section Five: Fundraising Practices

	Strongly Agree	Agree	Somewhat Disagree	Disagree	Don't Know	Not Applicable
Board members are updated regularly on our knowledge of new best practices in the field of philanthropy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our organization's fund raising needs and strategies are understood by the board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board has a clear policy on board members' responsibility to participate in fundraising efforts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board members play an active role in the organization's fundraising efforts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board periodically engages in long-range fiscal planning to ensure an adequate flow of financial resources to the organization over time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capital fundraising needs are reviewed and included by the board as part of the organization's strategic planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Section Six: Board Structure and Practices

	Strongly Agree	Agree	Somewhat Disagree	Disagree	Don't Know	Not Applicable
Our board's structure allows us to get our work done in a timely and effective way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board's ad hoc and standing committees streamline our work process and increase board effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our board's size is about right	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our members' terms on the boards are about the right length	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We consciously select and prepare board officers for their leadership responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board members have a working knowledge of the organization's by-laws	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Section Seven: Board Committees

	Strongly Agree	Agree	Somewhat Disagree	Disagree	Don't Know	Not Applicable
The board updates the needs for ad hoc and standing committees and revised the structure as necessary at the beginning of each fiscal year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ad hoc and standing committee assignments generally reflect the interests and expertise of individual board members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standing and ad hoc committees complete their tasks in an effective and timely way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Most board members actively participate in standing committee activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standing and ad hoc committees report on their progress to the full board in a timely way, but at least quarterly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Each standing committee establishes its goals and plans at the beginning of the fiscal year and then modifies them as needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



## Section Eight: Board Meetings

	Strongly Agree	Agree	Somewhat Disagree	Disagree	Don't Know	Not Applicable
Our board's meetings schedule has the right number and length of meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The agendas of our board meetings and supporting written material are provided in advance of meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board leaders and standing committee members contribute items to meeting agendas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board meetings are generally well-run and make good use of members' time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our board tends to brainstorm and identify creative approaches to problem-solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our board thoroughly examines the pros and cons of all major issues and makes fully informed decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Section Nine: Board Membership &amp; Orientation

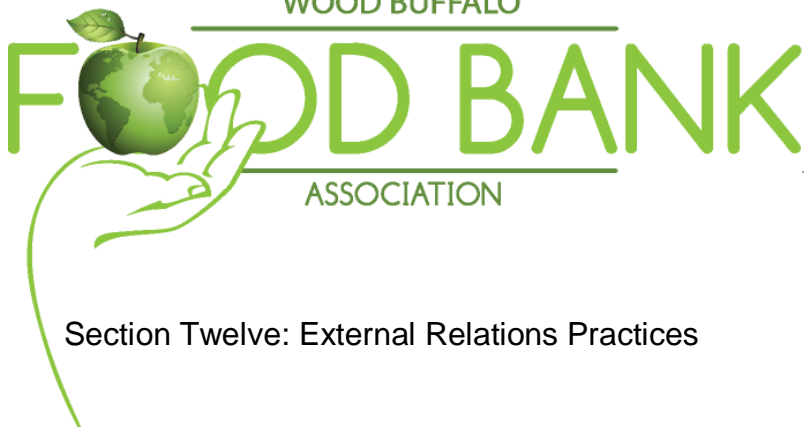
	Strongly Agree	Agree	Somewhat Disagree	Disagree	Don't Know	Not Applicable
The areas of expertise, skills, and other factors we need to be an effective board for this organization are adequately represented among current board members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our board successfully assesses the expertise, skills, and other contributions we need from potential new board members to maintain or increase our effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We actively recruit new board members based on identifies needs and not merely to fill a board vacancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When seeking members for the board, we use a wide variety of referral sources within the communities we serve	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our board and staff inform new board members about responsibilities and important organizational information through a structured new member orientation program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We annually assess the knowledge and skills needs of the board members and address any identified gaps in an annual board development plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Section Ten: Board Executive Relationship

	Strongly Agree	Agree	Somewhat Disagree	Disagree	Don't Know	Not Applicable
Our board uses a structured and participative process to recruit and hire our organization's Executive Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board has approved a written job description that clearly spells out the Executive Director's responsibilities and authority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Executive Director's performance is formally assessed at least annually based on objectives established at the beginning of the fiscal year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Executive Director receives ongoing feedback regarding job performance in addition to any formal assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board members provide the necessary support that allows the Executive Director to carry out the role successfully	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board ensures that the Executive Director has an ongoing professional development plan to enhance the his/her leadership effectiveness and ensures the availability of resources to implement the plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Section Eleven: Monitoring &amp; Evaluation Practices

	Strongly Agree	Agree	Somewhat Disagree	Disagree	Don't Know	Not Applicable
Board members are adequately knowledgeable about the organization's programs and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We periodically review with the Executive Director the possibilities of adding new programs and services, and modifying or discontinuing current programs and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our board keeps itself informed of our organization's performance against predetermined plans and goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The effectiveness of our board and committee structure is assessed at least every two years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We annually assess our board members satisfaction with their participation on the board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We regularly evaluate the effectiveness of our board meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Section Twelve: External Relations Practices

	Strongly Agree	Agree	Somewhat Disagree	Disagree	Don't Know	Not Applicable
Our board regularly assesses the effectiveness of our relations with our key external constituent groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Most of our individual board members are active either professionally or personally within the community served by our organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board has approved effective marketing and public relations strategies for the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individual board members actively support public relations and marketing events that benefit the organization during the fiscal year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A majority of board members attends critical organizational events designed to promote the organization with key publics (annual meeting, annual programmatic kick-off event, openings of major new programs, etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board members are clear about who serves as official spokesperson for the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**RISK MANAGEMENT PLANNING SHEET**  
**ACTIVITY BEING ASSESSED:** \_\_\_\_\_

WHAT IS THE RISK?	HOW SHOULD WE RESPOND?	EXPECTED OUTCOME FROM THIS RESPONSE:

**ACTION PLAN**

WHAT WE WILL DO	RESOURCES NEEDED	WHO IS RESPONSIBLE	WHEN IT SHOULD BE COMPLETED	WHAT DO WE NEED TO MONITOR	WHEN SHOULD WE REPORT AND TO WHOM