

What Governing Policies do we need?

To assist the Board in determining the policies it needs to govern effectively, the following material gives you examples of Policy Categories, and Specific Issues or Concerns for which a Board may want to have policies.

EMPLOYEE AND VOLUNTEER RELATIONS

* Safety
* Harassment
* Discrimination
* Complaints/grievances
* Dignity and respect
* Training
* Hiring of and supervising family members
* Termination of employment
* Adhering to the Labor Relations Act

MEMBER RELATIONS

* Respecting members
* Timelines in addressing queries and concerns
* Handling of member complaints
* Late payment of membership dues
* Communicating with members

BUDGETING

* Responsibility for preparing the budget
* Resources to maintain current operations
* Deficits
* Resource allocation to achieve strategic plan goals
* Resources for Board meetings and Board business
* Budget approval
* Capital and operating budgets

FINANCIAL MANAGEMENT

* Allowable variance in spending
* Investment of reserve or surplus funds
* Use of reserve funds
* Payment of taxes
* Standards for financial record keeping
* System of financial controls
* Allowable emergency expenditures by the Chief Executive
* Financial reporting to the Board
* Indebting the Association
* Dollar amount the Chief Executive can sign for or contract for without requiring the signature of a Board member
* Revenue shortfall notice to the Board

EMPLOYEE COMPENSATION AND BENEFITS

* Who sets the compensation and benefits for the Chief Executive
* Who sets staff compensation and benefits
* Appropriate levels of compensation and benefits
* Raises, bonuses, cost of living adjustments
* Salary ranges

CONTRACTS WITH SUPPLIERS AND OTHER SERVICES

* Term of contracts
* Conflict of interest in awarding contracts
* Due diligence
* Obtaining more than one quote for proposed services, supplies, equipment

ASSOCIATION CHIEF EXECUTIVE MANDATE, ROLES, RESPONSIBILITIES AND REPORTING RELATIONSHIP

* Specifying the powers and authority delegate to the Chief Executive
* Specifying the Board’s expectations of the Chief Executive
* Need for an Employment contract or agreement
* Reporting relationship (to whom does the Chief Executive report)
* Performance evaluation
* Relationship with the Board
* Compensation and benefits
* Handling of disputes between the Board and the Chief Executive
* Philosophy of Management/Leadership

RISK MANAGEMENT

* Lease or purchase of real property
* Protection of the organization’s assets
* Insuring Directors
* Due diligence in decision-making
* Safety of work environments
* Investment of reserve funds
* Banking of sick time and holiday time
* Insurance of assets
* Financial controls

OVERSIGHT AND MONITORING

* What will be monitored - when, how and by whom
* Use of monitoring reports
* Quality of the monitoring data

SUCCESSION PLANNING

* Board member recruitment and nominations
* Recruitment process and strategy
* Who will be responsible for the process and strategy
* Qualifications of potential candidates
* Board Leadership development
* Succession plan for the Association
* Chief Executive

RELATIONSHIP WITH STAFF

* Communication and Interaction with staff
* Staff communication with the Board
* Staff as Board members
* Relatives of staff as Board members

ROLE OF THE CHAIRPERSON

* Role in managing the work of the Board
* Official spokesperson of the Association
* Board’s liaison with but not supervisor of Chief Executive
* Directs Board’s leadership team
* Chairs Board meetings
* Develops Board meeting agendas
* Decision-making authority

BOARD COMMITTEES AND TASK GROUPS

* Types
* Authority
* Terms of Reference
* Reporting relationship
* Membership

PURPOSE AND WORK OF THE BOARD

* Purpose of the Board
* Role vis-à-vis the Chief Executive
* Annual General Meeting
* Relationship with members and other stakeholders
* Difference between work of Board and work of the
* Chief Executive and staff