

REGINA OPEN DOOR SOCIETY
BOARD GOVERNANCE POLICY MANUAL 2020

Adopted by the Regina Open Door Society Board on September 30th, 2020.

REGINA OPEN DOOR SOCIETY GOVERNANCE POLICY MANUAL

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The RODS Board **Governance Policy Manual is a living document; content is updated on a continuous basis. For copies of an updated page, please contact X.*

Regina Open Door Society Governance Policies

Introduction

Purpose: To define the process for identification, development, approval and administration of all RODS Board Policies.

The Board of Governors (the “**Board**”) of the Regina Open Door Society Inc. (“**RODS**”) practices a Policy Leadership Governance Model. Governance policies guide the actions and decisions of RODS and the Board in accordance with *The Non-Profit Corporations Act, 1995* (the “**Act**”), the RODS Code of Conduct and the RODS Constitution (the “**Constitution**”). The policies in this document augment the Act and the Constitution to provide additional direction for the Board and the Executive Director of RODS by which to govern RODS.

Following the principles of a Policy Leadership Governance Model, the Board outlines its accountabilities into three categories as outlined below in Sections A, B and C. The Governance policies enable the Board to focus its endeavors into one central document titled the *Governance Policy Manual*.

In addition, there is a fourth set of policies (Section D) that guide the operations of RODS. These policies are documented in the *RODS Administrative Policy Manual*.

The Board Policies are organized as follows:

1. GOVERNANCE MANUAL

A. Mandate and Authority Policies - *Why we exist and what we do.*

Through the Mandate and Authority policies, the Board defines which public interest needs are to be met by RODS, the responsibilities of the Board, and the specific goals and outcomes RODS is striving to achieve.

B. Structure & Relationship Policies - *How we define & allocate work of the Board.*

Through the Structure and Relationship policies, the Board defines how the Board is organized and clarifies the manner in which it delegates authority to the Officers of RODS, the Executive Committee, Board Committees, the Executive Director and staff of RODS.

C. Governance Policies - *How we govern to achieve our mandate.*

Through the Governance policies, the Board defines the specifics of how RODS fulfills its mandate in accordance with the Act.

2. ADMINISTRATIVE POLICY MANUAL

D. Administrative Policies - *How we manage and operate the organization.*

Through Administrative Policies, the Executive Director and staff define the protocol and procedures to guide the operations of RODS.

SECTION A: Mandate and Governance Authority

NAME OF POLICY	A-I: RODS Objectives, Mission, Vision & Values	
CONSTITUTION and OTHER REFERENCES	Article 4	
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

The aims and objectives of RODS are outlined in Article 4 of the Constitution as follows:

- A. Assist immigrants and promote their early adjustment to and participation in the Saskatchewan community.
- B. Promote and extend community services to immigrants foster greater awareness and understanding between the immigrant and the community, and seek to establish facilities for intercultural, educational and social activities
- C. Do all things incidental to the achievement of these objectives.
- D. Raise funds for the purpose of advancing its objectives.

RODS vision and mission statements reflect these aims and objectives as follows:

RODS Mission: *RODS is a non-profit organization that provides settlement and integration services to refugees and immigrants in Regina. RODS is committed to meeting the needs of newcomers by offering programs and services that enable them to achieve their goals and participate fully in the larger community.*

RODS Vision: *A Welcoming community enriched by the diversity and strength of newcomers to Canada.*

In order to effectively meet the aims and objectives of RODS, it is essential that the Board and staff understand their respective duties and RODS values.

RODS Values:

1. **DIVERSITY:** We value diversity, whereby individuals from different cultures and backgrounds work together to strengthen our communities and workplaces, exchanging fresh ideas and perspectives and generating new energy.
2. **RESPECT & DIGNITY:** We value respect and dignity, whereby we demonstrate fairness, consistency, inclusiveness, honesty and compassion as we support each other to discover, learn and achieve our goals.
3. **SERVICE EXCELLENCE:** We value service excellence, whereby each of us is committed to professional, accountable, adaptable, caring and compassionate service to all our clients, colleagues, volunteers and community.
4. **PARTNERSHIP & COLLABORATION:** We value partnership and collaboration, whereby we build mutually beneficial relationships where we can share responsibilities and ideas, and work together to enhance opportunities for all.

NAME OF POLICY	A-II: RODS Governance Model	
CONSTITUTION and OTHER REFERENCES		
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

The Board of RODS practices a Policy Leadership Model (“Model”) that enables RODS to fulfill its legislative mandate and engage in good governance practices directed by policy.

This Model provides board stewardship by maintaining a clear separation between board governance and operational management. The Board focuses on the strategic leadership and direction of the organization. The Management team leads the operations of the organization in alignment with the direction of the Board, developing operational plans that provide the Board with background information and the implications of the plan related to the strategic direction. Once affirmed by the Board, Management is responsible for implementing the operations in alignment with the direction policies of the Board. The Board reviews the progress and achievement of the strategic direction periodically over the year.

The Board develops committees to facilitate the work of the Board. Staff members may be assigned to support the board committees. The committee structure of the Board, mandate and terms of reference are clearly outlined articulating the role of the Board, Board members, the roles of the staff and the relationship of the Board members with the supporting staff.

NAME OF POLICY	A-III: RODS Strategic Directions & Objectives	
CONSTITUTION and OTHER REFERENCES	Article 3	
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

RODS Strategic Directions & Objectives



Strategic Framework – 2022 - 2025

Our Vision:
 “A welcoming community enriched by the diversity and strength of newcomers to Canada”

Our Mission:
 Regina Open Door Society Inc. (RODS) is a non-profit organization that provides settlement and integration services to refugees and immigrants.

Our Values:
 Diversity, Respect & Dignity, Service Excellence, Partnership, and Collaboration

Our Bold Ambition ... to become the national leader in settlement services.

Rethinking our potential ... we need to reset our expectations of what innovative settlement can achieve. To counter emerging trends, we need to redefine what and how settlement can be delivered. We need to set and achieve higher standards, which requires a far-reaching vision and pacesetting partnerships.

We envision...

All Newcomers regardless of their status, receive the appropriate services they need. Integrated client systems have optimized and expanded services for clients. Newcomers in Saskatchewan have Canada’s strongest settlement outcomes, with services at the local and provincial and federal levels working in harmony in a coordinated, streamlined system.

RODS is a leading force in the settlement sector, influencing innovation and decisions at all levels. As a leader, they have taken on the commitment to tackle the most complex settlement issues supporting and guiding other agencies throughout the province and Canada.

RODS has become the employer of choice and the human resource model of envy within the sector. Stable long-term contracts with job security, a positive thriving work culture, and competitive remuneration have resulted in a committed talented workforce. Multi-year funding has enabled long-term planning and continuity of services, with community donations and innovative revenue streams fueling innovated services and improved options for newcomers.

Regina Open Door Society – Strategic Framework 2022-2025 – Draft Nov. 7, 2022

Our Strategic Priorities

1. Successful newcomer settlement and community integration

C.1. Improve the client experience through customer relationship management (CRM)

- Enhancing the client service through introducing an organization-wide CRM system with centralized client profiles and referral systems.
- Strengthen client intake/referral process (from department to department)

C.2. Establish a welcoming community for newcomers

- Education, cultural awareness training, indigenous education, and community outreach, communications strategy
- Increase brand recognition and community awareness

2. Service excellence through process efficiency and collaboration

I.1. Maximize internal capacities and process efficiency

- IT, HR, Communications, finance
- Strengthen client intake/referral process (from department to department)
- Strengthen internal communication
- Enhance on collaboration between departments
- Enhance on capacity building for interpreters/translators

I.2. Strengthen relationships with partners and community stakeholders

- Improve collaboration and reduce competition within the settlement sector
- Establish relationships with community partners such as employers, community partners (health, social services, housing, education), municipal government, airport authority etc.
- Establish relationship with organizations/communities including cultural, Indigenous, LGBTQ+, etc. groups

3. Stable workforce with committed knowledgeable staff and volunteers

P.1. Strengthen recruitment and onboarding capability to meet growing demand

P.2. Improve workplace experience and employee retention

- Develop an action plan to address HR challenges
- Analysis of current retention rate – identifying challenges
- Resolve job security issues
- Improve non-financial benefits (work-life balance)
- Looking at flexible work arrangements (internally/externally)

P.3. Increase volunteer experience and retention

- Increase volunteer recognition programs.
- Provide meaningful volunteer experience.

4. Sustainable resources and funding

S.1. Improve relationships with funders for long term funding

- Provincial
- Federal IRCC

S.2. Strengthen proposal management and grant acquisition

S.3. Explore non-government sources of funding

- Corporate sponsorship
- Social enterprise



Our Priorities 2022/25

Successful newcomer settlement and community integration



Service excellence through process efficiency and collaboration



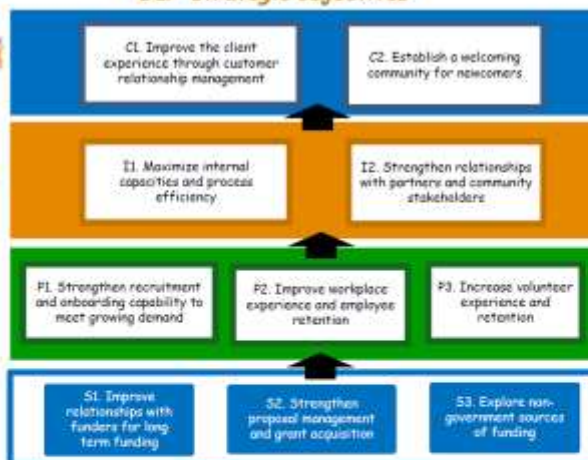
Stable workforce with committed knowledgeable staff and volunteers



Sustainable resources and funding



Our strategic objectives



RODS 2022 - 2025

SECTION B: Structures and Relationships of RODS

NAME OF POLICY	B-I: Collective Board Responsibilities and Duties	
CONSTITUTION and OTHER REFERENCES	Article 6 & 7, 8, Saskatchewan Non Profit Act 1995 Division IX	
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

I. Description

RODS is governed by a board of 8-12 elected Board Members. The Board meets usually eight or nine times each year. Special meetings may be held to deal with special projects.

The Board is the governing body of RODS and must ensure that RODS carries out its purpose and duties as outlined herein.

II. Collective Board Roles

a. Fiduciary

RODS is a statutory corporation and thus the role of the Board is analogous to the Board of a business corporation or a non-profit corporation. The Board owes a fiduciary duty to the corporation, not the members. At common law, the fiduciary duty requires a Board Member to act honestly, in good faith, and with a view to the best interests of the corporation. The best interests of the corporation are defined by RODS to be the public interest.

This role is sometimes in conflict with the Board's perception as representatives of the membership or as representing various membership interests. It is important that the Board Member table the perspective of diverse groups to aid with the decision-making process. The Board should consider the diverse views but where there is a conflict between member interests and the best interest of the public RODS serves, the public interest must prevail.

b. Policy Makers

The role of all Board Members is to ensure that RODS meets its constitutional mandate as described in A-1 policy by making policies for the guidance of the Board and staff of RODS. The Board must further ensure that the Executive Director enforces compliance with their directives.

III. Accountabilities of the Collective Board

a. Legislative

The Board must ensure that RODS, at all times, acts within the authority and mandate of the Constitution including:

- to act honestly and in good faith with a view to the best interests of RODS; and
- to exercise the care, diligence and skill that reasonably prudent person would exercise in comparable circumstances.

b. Governance

The Board policy-making role, including guidance of the strategic planning process and performance monitoring, is separate from the responsibility for the day-to-day management of RODS. This responsibility resides with the Executive Director who leads the organization in achieving Board-approved directions, reporting to the Board and in turn recommends new initiatives to the Board.

The collective Board shall:

- assist with and oversee the development, approval and monitoring of the strategic objectives, participate in the preparation governance policies to facilitate strategic objectives, and oversee, evaluate and measure progress towards and achievement of strategic objectives;
- establish measures of organizational performance and monitor organizational performance continuously;
- hire and oversee the performance of the Executive Director;
- provide advice, counsel and support to the Executive Director;
- approve RODS annual activity plan;
- supervise RODS finances including:
 - approving RODS annual budget;
 - ensuring a policy on reserve funds;
 - receiving regular financial reports from the Executive Director;
 - reviewing and approving the accounting principles and practice; and
 - appointing the external auditor;
- promote and practice effective governance and evaluate their own effectiveness;
- appoint committees to assist with the governance work of RODS;
- approve terms of reference for committees and task forces and ensure that they are current, relevant and that volunteers are appropriately engaged;
- develop, implement and monitor governance policy to oversee the work of RODS and the Board inclusive of the Board's code of conduct;
- oversee the organization's management development and succession planning;
- provide oversight of the organization's risk management;
- oversee legal matters that may impact governance accountabilities of the Board; and
- participate in the orientation of new Board and ongoing Board development.

NAME OF POLICY	B-II: Individual Board Member Responsibilities & Duties	
CONSTITUTION and OTHER REFERENCES	Article 6 & 7, 8, Saskatchewan Non Profit Act 1995 Division IX, 109	
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

Individual Board Member Duties

Each Board Member shall exercise the following individual responsibilities and duties.

a. Board members shall declare any conflict of interest.

Each Board Member shall shall comply with all RODS's policies;

- exercise authority only as a whole i.e. no individual Board Member can act with the authority of the Board unless specifically delegated to do so by the Board;
- support and champion decisions made by the Board;
- positively support the work of RODS and advocate for its interests;
- exercise vigilance for and declare any apparent, real or personal conflict of interest.

b. Duty of Due Diligence

Each Board Member shall:

- attend all meetings of the Board; *(If a Board member fails to attend three (3) consecutive scheduled meetings of the board within the business year, without prior approval of the Chair or due to extenuating circumstances, the Chair will discuss the matter with the Board Member. If the continued absence cannot be resolved to the satisfaction of the Chair, the matter will be placed on the agenda for the next board meeting. The Board may then pass a motion that the Board member is resigned)*
- attendance at committee meetings shall be considered the same as attending scheduled meetings of the Board;
- come prepared for meetings and strive to manage time effectively;
- attend or participate in special events, including the annual general meeting;
- make efforts that all funds are expended efficiently, economically and for the best interest of RODS.

c. Duty of Governance Conduct

Each Board Member shall:

- engage in open and honest conversation offering personal perspectives and opinions on issues that are the subject of Board discussion;
- treat fellow Board, the Executive Director, employees, volunteers and clients of RODS with respect and consideration;
- not conceal any relevant information or matter;
- avoid rancor and bitterness, and make no disparaging remarks in or out of the meetings about other Board, the Executive Director, RODS staff or their opinions;

- seek innovative solutions;
- follow through with commitments;
- comply with both the letter and the spirit of any training or orientation provided by RODS;
- provide open and honest feedback regarding the ongoing outcomes of the Board and participating in the annual review of the Board;
- participate on Board committees and task forces, as assigned;
- refrain from discussing the confidential business of RODS;
- refrain from soliciting and communicating any issue with the media without prior approval from the Board;
- maintain the integrity, confidence, and dignity of RODS; and
- comply with all governance policies.

NAME OF POLICY	B-III: Officers of the Board	
CONSTITUTION and OTHER REFERENCES	Article 8, Saskatchewan Non Profit Act 1995 Division IX, 108, 109	
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

The Officers of the Board are outlined in Article 8(b) of the Constitution and are as follows:

1. President

The President shall preside at all general meetings of RODS and at all Board' meetings and shall be an ex-officio member of all committees. The President shall countersign cheques and legal documents as required.

2. Past President

The Past President shall assist and advise the newly elected Board, and be an ex-officio Board Member for one year immediately following the term of office as President.

3. Vice President

The Vice President shall perform the duties of the President in his/her absence or inability to act. Countersign cheques and legal documents as herein provided.

4. Members-at-large

Members-at-large shall be responsible for carrying out such duties as assigned.

NAME OF POLICY	B-IV: President Responsibilities & Duties	
CONSTITUTION and OTHER REFERENCES	Article 8	
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

I. Role of the President

The President is an officer of the Board and a member of the Executive Committee. The President should work closely with and consult the Executive Director on matters of business.

The President provides leadership to RODS by:

- chairing the Executive Committee and the Annual General Meeting in accordance with commonly accepted practices of a Chair and any rules adopted by the Board;
- establishing the agenda for meetings with the assistance of the Executive Director;
- ensuring Board business and behaviour (both as a whole and with respect to individual members) is consistent with Board policies;
- addressing Board behaviour and conduct that is not consistent with the policies and rules;
- appointing committees and committee Chairs;
- attending committee meetings as an *ex-officio* member;
- representing RODS at meetings with organizations;
- overseeing RODS's relationship with its volunteers, including committee Chairs and members;
- ensuring that there is an appropriate orientation and mentoring for the Vice President;
- speaking on behalf of RODS; and
- delegating any of the above where authorized and necessary.

II. Role of the Vice President

The Vice President shall:

- perform the duties of the President in his/her absence or inability to act;
- assist the President in performing the duties of office as delegated or as required;
- be a member of the Executive Committee;
- consult and work closely with the President to achieve RODS's purpose and the Board objectives.

The Vice President may also attend all committee meetings as an *ex-officio* member and countersign cheques and legal documents as herein provided.

III. Procedures for Election of President and Vice President

The President shall be elected in alternate years to those of the Vice President.

NAME OF POLICY	B-V: Executive Director Responsibilities & Duties	
CONSTITUTION and OTHER REFERENCES	Financial Polices, HR policies, Executive Director Position Statement, Financial Accounting Policies.	
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

Board collectively will give direction to limit the latitude the Executive Director may exercise in the scope of employment through establishment of executive expectations and the Executive Director Position Description. The Board may change the policies and expectations given to the Executive Director; however, so long as any particular policy is in place; the Board shall respect and support the Executive.

The Board and the Executive Director through their constructive partnership govern RODS. This relationship is built through trust, candour, respect and honest communication.

The Executive Director is appointed by the Board and is the only officer responsible for:

- achieving the mandate and goals of RODS within the guidelines established by the Board;
- managing and coordinating all RODS operations; and
- enabling the Board to fulfill their governance and policy roles.

The Executive Director is the only employee of RODS who is directly accountable to the Board. The Executive Director works closely and consults with the President on matters of RODS business, but is accountable to the collective assembly of Board and has full access to the collective assembly of Board. No individual member of the Board or a Board committee has authority over the Executive Director or the resources assigned to the Executive Director, except to the extent that the Board as a whole have so authorized. The Executive Director has authority to provide information and assistance to individual Board and committees.

NAME OF POLICY	B-VII: Committees	
CONSTITUTION REFERENCES	Article 9	
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

Committees are essential for the division of labour in any organization. In some cases, RODS committees are authorized to make decisions, and in other cases, the committee must bring recommendations to the Board for approval.

I. Establishment

The following standing committees have been established pursuant to Article 13 of the Constitution. Terms of reference have been prepared for each committee (see Appendix A).

The following standing committees are established to assist with Board Governance:

- a) Executive Committee
- b) Finance Committee
- c) Nominating and Governance Committee
- d) Parent Advisory Committee

In addition, the Board may create *ad hoc* committees to address unplanned issues or to achieve one specific goal. *Ad hoc* committees operate within specific time frames (with a start and end date) and are dissolved upon completion of their task. *Ad hoc* committees may often require members with expertise outside the Board membership to solve a specific problem. The role, duties and time frame of any *Ad hoc* committee will be outlined in their Terms of Reference as approved by the Board.

II. Membership

The President appoints members to committees during the first full Board meeting following the AGM. The President shall designate the Chairperson from the committee. If the appointed Chairperson is unable or unwilling to act, the members of a committee shall choose one of their members to perform the duties of Chairperson.

The membership of the committees will be updated at the first meeting following the AGM.

III. Duties

A committee shall, in addition to the duties assigned to it by its terms of reference, perform any duties assigned by the Board.

IV. Quorum

A quorum at any meetings of members of committees of the Board shall be fifty percent (50%) of committee members. If quorum is present at the opening of a meeting of committee members, the committee members may proceed with the business of the meeting if a quorum is not present throughout the meeting.

V. Majority Decision

Unless the *Act* or the Constitution state to the contrary, a committee may act by majority decision. If the votes of committee members are equal for and against a motion, the motion is defeated.

VI. Procedures

Committees may set practice and procedures to fulfill their role on behalf of the Board in alignment with the Board policies.

VII. Committee Work and Authority

The *Act* and the Constitution will direct the terms of reference, which outline the work of each committee and the authority delegated to the committee. As necessary, each committee will develop additional terms of reference to govern the work of the committee, which have to be approved by the Board. The terms of reference shall be reviewed with all committee members annually. Each committee will create an annual work plan to be presented and approved by the Board.

The Board may delegate to committees any task or responsibility, including the ability to develop policies and procedures and make decisions that do not require Board approval. Committees should report to the Board on matters requiring Board approval in accordance with the committee's terms of reference. Committee items requiring Board approval should be referred to the Executive Director, along with a written report, recommendation and formal resolution, so that they may be placed on the Board agenda.

Committees should provide input into RODS's priorities, strategic objectives/or and budget. In addition to the duties required in the Constitution, each committee should prepare an annual work plan that outlines the work projects the committee will undertake during the current fiscal year. The work plan will be presented and approved by the full Board.

VIII. Committee Meetings

A committee member usually acts as a Secretary at committee meetings unless a RODS staff member is assigned by the Executive Director. Duties include sending out notice, agenda, and all supporting material. Staff person ensures that meeting room or conference call is booked. Works (agendas, minutes, and recommendations) of committees are confidential and shall not be disclosed unless authorized by the committee.

IX. Role of Committee Chairs

The primary role of the Chair is to preside over committee meetings and facilitate discussion. The general duties are as follows:

- approve the meeting agendas in collaboration with assigned staff;
- ensure the committee fulfills its duties as outlined by the terms of reference;
- chair meetings in accordance with commonly accepted practices of a Chair;
- ensure Board business and behaviour (both as a whole and with respect to individual members) is consistent with Board policies and rules;
- address Board behaviour and conduct that is not consistent with the policies and rules;
- oversee and guide the work of the committee;

- understand how work comes onto committee agendas, how the work moves forward, and the respective responsibility associated with completion of the work of the committee, by both committee members and staff;
- annually ensure a work plan is developed for the committee;
- annually lead the evaluation of the committee terms of reference and functioning to make suggestions for improvement; and
- report to the Board.

Additional chairperson duties related to specific committees shall be outlined in the Terms of Reference.

SECTION C: Governance Policies

NAME OF POLICY	C-I: Meetings of the Board	
CONSTITUTION and other REFERENCES	Articles 12; Robert's Rules of Order, Saskatchewan Non Profit Act, 1995 – Division XI	
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

I. General

General meetings of the Board are typically held on the last Wednesday of the month between September and June.

There shall be a minimum of six (6) regularly scheduled meetings in one fiscal year. However, the President or one-half (1/2) of the Board may request additional meetings.

Meeting protocol and decision making will follow the Robert's Rules of Order.

Board members may attend meetings either in person or by telephone conference call.

II. Agenda

The agenda shall guide the order of business conducted at meetings and will represent the mandate and role of the Board inclusive of both legislative and governance accountabilities.

The agenda shall be managed in accordance with the following principles:

- the Board shall maintain control of their own agenda;
- agenda items shall always relate to the Board roles and accountabilities;
- the agenda will be circulated to the Board at least one (1) day prior to the meeting;
- a Board Member may have a matter added to the agenda at any time with the approval of the other Board Members;
- the Board delegates to the President the authority to fill in the details of meeting content using the agenda format in (IV) [see IV. Agenda Format] below; and
- the agenda shall be prepared jointly by the President and the Executive Director.

III. Quorum

No business shall be transacted at a meeting of the Board unless a quorum of one-half of the members of this body is present pursuant to Article 12.3 of the Constitution. A Board Member may participate via teleconference and will be deemed to be present.

IV. Agenda Format



REGINA OPEN DOOR SOCIETY
BOARD OF DIRECTORS
October 25th, 2023
2314 11th Avenue – Learning Room #1

ITEM	LEAD	TIME
1.0 Agenda		
▪ Land Declaration	Jim Fallows	5:15 – 5:25
▪ Review and Adoption of the Agenda		
▪ Declaration of Conflict of Interest		
2.0 Minutes		
▪ Adoption of minutes - September 27 th , 2023	Jim Fallows	5:25 – 5:30
▪ Business arising from previous meetings		
3.0 Committee Reports		
▪ Executive Committee	Committee Chair	5:30 – 5:40
▪ Finance Committee	Committee Chair	
▪ Governance Committee	Committee Chair	
▪ Parent Advisory Committee	Joe Jozsa	
4.0 Board Accountabilities		
4.1 Strategic Direction and Monitoring		
▪ ED Report (3-2-1 Format Re: Strategic Directions)		5:40 – 6:10
○ a: Improve the newcomer experience		
○ b: Fostering a welcoming community		
○ c: Enrich the staff and volunteer experience		
○ d: Enhance financial strength and organizational stewardship		
4.2 Governance		
▪ No Items		
4.3 ED Relationship		
▪ No Items		
4.4 Stewardship		
▪ No Items		
4.5 Stakeholder and Strategic Alliances		
▪ No Items		
5.0 Miscellaneous		
▪ No Items		
6.0 New Business		
7.0 Standing IN CAMERA Session	Jim Fallows	7:00
8.0 Adjournment		

NAME OF POLICY	C-II: Board Decision-Making Guidelines	
CONSTITUTION and OTHER REFERENCES	Robert's Rules of Order	
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

I. Decision-Making Principles

A broad range of ideas increases the potential for informed decisions. The Board shall respect contributions to the discussion and encourage others to present their views.

The Board endeavours to make decisions by consensus. Where this is not possible, decisions will be made by majority vote, unless otherwise required by the Constitution. The Board acts collectively; once a decision has been made, it becomes the position of RODS.

Only the President and the Executive Director are authorized to communicate decisions to the public on behalf of RODS. The Board shall refrain from critical public discussions about the actions or submissions of other Board Members.

II. Recording of Board Decisions

Meeting minutes will capture the nature of discussions at meetings. Except for the names of the mover and seconder of motions, comments will not be attributed to individual Board Members unless it is necessary to do so. The method of decision-making will be noted as consensus or majority vote. In the case of a vote, the record will reflect the results of votes, but names will not be attributable to votes unless a member requests that an individual vote be recorded.

NAME OF POLICY	C-III: Annual General Meeting of RODS	
CONSTITUTION REFERENCES	Articles 6, & 16 Saskatchewan Non Profit Act, 1995 - Division XI & XII	
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

I. Purpose

The purpose of the Annual General Meeting (AGM) is to report to the membership on the operations of RODS.

II. Notification

The Annual General Meeting of RODS is held in Regina, Saskatchewan and takes place each year within three months of the end of the fiscal year (Article 6.1 of the Constitution).

Pursuant to Article 6.3 of the Constitution, members in good standing of RODS are notified at least 15 days before the date set for the AGM.

Notice regarding any proposed amendments to the Constitution is outlined in Article 16.2 of the Constitution as follows:

Any proposed amendments by the Board ... to the constitution or bylaws shall be set out in writing and delivered to all members, together with a notice of the meeting at which such amendment(s) to be considered, no less than fifteen (15) days prior to the date of such meeting.

The accidental omission to give notice of the meeting to any member, or the non-receipt of the notice, does not invalidate anything done at the meeting.

III. Special General Meeting

Special general meetings of RODS membership shall be called by the Board at their discretion at any time or when requested by the general membership in accordance with the *Act* (Article 6.2 of the Constitution).

NAME OF POLICY	C-IV: Expenses and Remuneration	
CONSTITUTION REFERENCES	Saskatchewan Non Profit Act - Division IX, Article 112	
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

Purpose:

- To establish guidelines for the reimbursement of expenses incurred by members of the Board while traveling for RODS business purposes.
- To ensure that travel charged to RODS has been authorized in advance is fully documented, and that related expenses are in compliance with the approved expenditure procedures and guidelines.
- To advise individuals of eligible expenses and applicable rates, to ensure that expense claims can be processed in a timely manner.

Policy:

General Board members would be required to travel for business purposes outside the City of Regina only in unusual circumstances. Each board member is responsible for their own travel on Board business within the City of Regina.

Approvals (for travel for RODS business purposes outside the City of Regina):

- Individuals can not approve their own claim.
- Unusual expenditures which may be incurred should be brought to the Executive Director's attention before considering expenditure.

Submissions:

- Board members are responsible for ensuring that all RODS-related travel has been properly authorized and fully documented appropriately.
- Travel expenses must be supported by appropriate documentation.
- For conferences, a copy of the conference registration form and event schedule/conference outline must be attached in order to enable approvers to relate to the appropriateness of the expenditures to the terms of the funding.
- All expenditure reimbursements must be submitted to the Executive Committee for approval and then to the Executive Director to process payment. The Executive Committee will review all reimbursement claims and may:
 - approve;
 - refer to the Executive Director to confirm that the expense was in full pursuit of RODS approved business;
 - decline all or a portion of the expenses, and notify the Board member of such decision.

Non-compliance:

- Non-compliance with this policy will result in:

- Adjusting the claim to the approved travel expense guideline amounts, or
- Not processing and returning the claim if the claim does not have all required supporting documentation attached or has been properly approved.

Reimbursable expenses:

- Reimbursable expenses will be:
 - Travel allowance,
 - Meal allowance (gratuities are deemed to be included in the meal allowance rates)
 - Hotel expense for room rental (accommodation), and
 - Transportation (regular economy) and parking. Original receipts, other than for metered parking, are required.

Note: reimbursable expenses (meals, accommodation) will follow current government rates.

Non-allowable expenses:

- Traffic and parking fines.
- Pay-per-view movies, mini bar charges, billed to a hotel room.
- Cost associated with failing to cancel transportation or hotel reservations.
- Excess baggage fees associated with normal travel.
- Expenditures, such as entertainment, golf fees, and so on.
- Lost or stolen tickets, cash or personal property. Note: Travelers need to make sure that their personal insurance provides adequate coverage for personal property.
- Expenses for spouses are not reimbursable.

Remuneration

All members of the Board shall serve without remuneration.

NAME OF POLICY	C-V: Confidentiality Policy	
CONSTITUTION REFERENCES		
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

I. Purpose

Board and committee members have a duty to maintain confidentiality with respect to all matters that come into their knowledge or possession while exercising a power or performing their duties as a Board Member, on any committee appointed by RODS, or in the course of performing any duties under the Act or the Constitution. The Board must take reasonable steps to ensure that this information is not improperly used or disclosed.

II. Application

This policy applies to Board, committee members, and any other individual representing or doing work for RODS. This policy creates an ongoing obligation, which will continue to apply to the Board, committee members and any other individual representing or doing work for RODS during the period of the work and continues after their duties have ended.

III. General Requirements

The Board undertakes to refrain from publicly providing any information, or discussing any matter expressed in general meetings and committee meetings, except where:

- a. the facts are already in the public domain and are authorized by the Board for discussion;
- b. a consensus has been reached by the Board with respect to discussion of a particular matter;
- c. the matter is one of general principle (i.e., principles of penalty, recognized ethical and professional standards) where confidential information about an individual matter would not be disclosed;
- d. in response to a specific request by any Board Member, the Board authorize the discussion or release of information;

The Board must not disclose information confidential to RODS to family, friends, colleagues or others and must not use information for their own advantage or for the gain or advantage of others.

Any Board Member who is uncertain about responding to an inquiry should raise the matter before the Board or, if this would cause unreasonable delay and the matter is urgent, the Board Member should contact the Executive Director or the President.

On many occasions the issues discussed by the Board or committees will generate debate prior to a decision being reached. Once a decision is reached, the Board should limit their public comments to the decision *per se* and to the principles governing that decision. The Board must not discuss the varying opinions of individual Board Members and, in particular, should not discuss their own opinion if this differs from the decision reached by the Board or the committee.

The Board will not solicit or engage in public interviews with the media, or agencies, governmental or otherwise, with respect to issues involving the Board, committees or matters before either. The Board should refer the media or any agencies requesting information to the Executive Director. If the issue relates to the Executive Director or is a Board specific issue, the matter is referred to the

Board President. The Board will not engage in discussion or activities that undermine the goals or the public perception of the Board or RODS.

The Board may be contacted by members of the public who wish to express views on general or specific matters that have been reported in the media. In these situations, the response shall be governed by this policy. Where appropriate, and if agreed by the member of the public, his/her concern can be brought to the attention of the Board for information and discussion purposes. The Board may then direct that a response be made or a position publicly stated.

The Board shall properly secure the source or location of any confidential information that is in the Board Members' possession or control and return any confidential information that is in their possession or control to RODS promptly upon ceasing to be a Board Member or at the request of RODS.

IV. Mobile, Computing Devices and Email

The Board or committee members may have possession of or access to confidential Board or committee materials on personal mobile computing devices, such as laptop computers, tablets, or smartphones. These must be treated with the same security mindedness as paper materials, and not leave the member's possession and control. The loss of such devices must be immediately reported to RODS.

V. Contravention

Contravention of this policy will be reviewed by the Board, which may, by resolution passed by two-thirds of the Board voting on the resolution, result in a reprimand from the President.

VI. Annual Renewal

Board members shall sign the Confidentiality Policy annually at the first meeting following the AGM.

NAME OF POLICY	C-VI: Board Conflict of Interest Policy	
CONSTITUTION REFERENCES		
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

I. Purpose

The Board is expected to adhere to the highest standards of personal and professional integrity and shall protect the interests of RODS. Personal gain shall not conflict with duty to RODS.

II. General Provisions

Participation of the Board in activities that may directly or indirectly harm RODS will be considered a conflict of interest.

Conflict of interest includes, but is not limited to situations:

- Where a Board Member's private affairs or financial interests are in conflict with their responsibilities and obligations to RODS, or result in a public perception that a conflict exists;
- Where the actions of the Board Member would compromise or undermine the trust that the public places on RODS;
- Making use of a position with RODS to solicit services or materials for personal gain; and
- Utilizing RODS's equipment, services or materials for an external business.

Board members shall confirm, in writing, that they have received and read this policy at the first meeting of the Board that they attend following their election, and review and sign this policy annually at the first meeting following the AGM.

At the beginning of each general meeting, the Board shall disclose any potential conflict of interests that may be associated with any agenda item.

III. Performance of Duties

In the performance of their duties, Board Members must not:

- Place themselves in a position of obligation to persons who might benefit or appear to benefit from special consideration with respect to RODS's business;
- Have a monetary interest that would conflict with the discharge of the duties owed to RODS;
- Disclose, discuss, use, take advantage of, benefit or appear to benefit from the use of information not generally available to the public, and which has been acquired during their official RODS's duties;
- Communicate with any level of government, or with any elected or appointed government official in relation to the business of RODS, unless they have specific authorization from the Executive Director or the President.
- Assist private entities or persons in their dealings with RODS where this could result in preferential treatment to any person;

- Directly or indirectly use, or allow the use of, RODS's property or information for anything other than officially approved activities.

IV. Gifts

The Board must avoid the appearance of favouritism in all of their dealings on behalf of RODS and not accept personal gifts from those doing business or seeking to do business with RODS.

V. Financial

The Board must not commit RODS to any unauthorized expenditure or other liability.

VI. Vendor Relationships

The Board shall not perform fee for service responsibilities for RODS in addition to their responsibilities as Board, nor shall they sell goods to RODS, unless by specific approval of the Executive Director.

VII. Board Member Responsibility

Each Board Member is responsible to bring to the attention of the Board any perceived potential conflict of interest of themselves or any other Board Member or any perceived breach of conduct of themselves, or of any other Board Member.

VIII. President Responsibility

The President is responsible for final decisions on any potential or actual conflicts of interest. In the event the President is involved in a potential conflict of interest, the Vice President will be responsible for the final decision.

IX. Contravention

Board Members who fail to honour the provisions of this policy may be subject to disciplinary action up to the exclusion from the Board.

NAME OF POLICY	C-VII: Board Strategic Planning & Performance	
CONSTITUTION REFERENCES		
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

On an annual basis, the Board conducts a strategic planning process to provide direction, focus and consistency of action throughout the organization. A strategic plan defines an organization's strategy, goals and priorities; in other words, where it wants to go and how it will get there. The Board shall analyze internal and external environments, review the current strategic plan and the performance of the organization to identify long-term strategic objectives and oversee and support the leadership team in determination of strategies and initiatives in the organization.

As the starting step of the strategic planning process, the Board will consider:

- Whether the strategic plan achieves the desired strategic position of RODS;
- The accomplishments of the organization and progress made in achieving the strategic goals, priorities and performance indicators for the past year;
- The environmental scan (compiled by the Executive Director and Board) of the new developments and factors, which may present opportunities and challenges for RODS related to achieving its vision and mission now and into the future; and
- Any issues and risks from the strategic plan for which no work has been planned.

The above work results in a strategic plan that includes a set of priorities and strategic objectives to be accomplished by RODS in the next 1 to 3 years. RODS's strategic plan provides:

- Direction and focus;
- A framework for decision-making and policy development;
- Greater accountability; and
- An articulation of how RODS satisfies its mission, vision and values.

Based on the priorities and strategic objectives set by the strategic plan, RODS's annual operating plan selects the areas of focus and identifies strategic plan, RODS's annual operating plan selects the areas of focus and identifies strategic initiatives that contribute to the achievement of strategic priorities and objectives. The last step of the strategic planning portion of the cycle is to develop the budget, based on the priorities that have been identified. The operational plan drives the budget,

A close nexus exists between governance and the strategic plan. The Board drives the development, formulation, implementation, and continued monitoring of the strategic plan. This is accomplished by ensuring that:

- relationships, roles and responsibilities are clearly defined through good governance practices and Board policies and procedures;
- there is a system in place for Board orientation, education and evaluation; and

- the Board has the information they need to perform their monitoring function.

Every 3 to 5 years, the Board should establish an ad hoc committee to review and update the strategic plan of RODS. The committee should consist of staff and Board Members. The committee's task is to hear a wide variety of input from and consult with internal and external stakeholders, and then working from that feedback, to guide the development of the new strategic plan. The committee may choose to use various means to seek input and consult with stakeholders, and the process should aim to be transparent, inclusive and honest.

NAME OF POLICY	C-VIII: Annual Planning Cycle	
CONSTITUTION REFERENCES		
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

Each year,, a twelve-month planning calendar will be provided to the Board from the Executive Director, which will include, but is not limited to, scheduled times for:

- orientation for new Board Members;
- development of an annual activity plan and long term plan, including budget monitoring and approval;
- education related to RODS's purpose, such as presentations relating to the external environment, demographic information, exploration of future perspectives, and presentations by advocacy groups and staff;
- review of and reporting on RODS's governance policies by the Governance Committee;
- monitoring of the Executive Expectations Policy and compliance by the Executive Director;
- receipt of monitoring reports and receipt of reports from committees in accordance with their terms of reference;
- Board governance assessment evaluation; and
- for years during which there will be an election:
 - a schedule for the election process, which will include dates for notifying members of the election;
 - dates for posting of information that persons considering running for election should have; and
 - the posting of election dates.

Example:

[SEE NEXT PAGE]

REGINA OPEN DOOR SOCIETY 2022-23 Work Plan

Date	Activity	Lead Accountability		Completed
		Board	Management	
September 28 th , 2022	- Committee reports - Pandemic Update - Discussion of Program Updates - Discussion Item: RBC Account Credit Cards - Update signatures on code of conduct and conflict of interest statements	Exec/Fin/Gov/PAC Chair	A/Executive Director A/Executive Director Executive Coordinator	
October 26 th , 2022	- Committee reports (incl. Finance Q1) - Survey Results - Semi-Annual Presentation of Risk Register - Review Q1 & Q2 strategic plan program	Exec/Fin/Gov/PAC Chair	Central Admin & Fin A/Executive Director	
November 30 th , 2022	- Committee reports (incl Finance Q2) - Committee Work Plans for the years - Board PD - Return to In-Person Meetings - Curation of Board Portal - Review Q1 & Q2 Strategic Plan Progress - Review of Federal Gov't Immigration Targets - Utilization of Reserves - A/Executive Director 22-23 Compensation	Exec/Fin/Gov/PAC Committee Chairs Exec Committee Exec Committee Exec Committee Finance Cmty Exec Committee	A/Executive Director A/Executive Director A/Executive Director	
January 25 th , 2023	- Committee Reports (incl. Finance Q3) - Program update #1 (Daycare (including outcome of provincial government annual review)) - Update on Development of Strategic Directives - Board Nomination Process	Exec/Fin/Gov/PAC Exec Committee	LEC Director, Mgr & Daycare Director A/Executive Director	
February 22 nd , 2023	- Committee reports (incl. Finance Q3) - Program update #5 (TBA) - Approval of Budget Assumptions	Exec/Fin/Gov/PAC Fin Committee	TBA Admin/Fin Mgr	
March 29 th , 2023	- Committee Reports - Approval of Budget - Meeting with major funder or sector member (if possible)	Exec/Fin/Gov/PAC Finance Cmty	Central Admin & Fin Admin-Fin Mgr Executive Director	
April 26 th , 2023	- Committee reports - Review of Strategic Plan Progress - Semi-annual presentation of Risk Register - Program update #2 (TBA)	Exec/Fin/Gov/PAC	Executive Director Central Admin TBA	
June 21 st , 2023	- Committee reports - Year-end review of Strategic Objectives - ED Performance Evaluation - Board Approval of Audited Financial Statements - Distribution of Board Self-Evaluation Survey	Exec/Fin/Gov/PAC Exec Committee Finance Committee Chair Gov Committee	Executive Director	
June 28 th , 2023	AGM (Donahue Building)	Chair	Executive Director	

Revised: November 30th, 2022

NAME OF POLICY	C-IX: Board Member Orientation and Development	
CONSTITUTION REFERENCES		
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

Purpose:

The Board recognizes that continual updating of skills and awareness of new issues is vital to a Board Member's contribution. Therefore, it is expected and encouraged that all Board Members participate in Board development.

Policy:

- I. All new Board Members shall receive an orientation to ensure familiarity with RODS's purpose, structure, issues, and the process of governance prior to the first official Board meeting following the AGM or the Board members first official Board meeting. All new Board members shall participate in a Board orientation with the Executive Director not to exceed 2 hours with such orientation to occur following the new Board member's first board meeting and not later than the second board meeting;
- II. Candidates for Board membership shall be provided with information that clearly outlines the role of the Board and the necessary qualifications and expectations of the Board; and
- III. The Board shall have opportunities for training and education to enhance their governance capabilities; and
- IV. A scheduled Board development session constitutes a meeting of the Board.

General:

- It is essential that every Board Member in the fulfillment of his or her responsibilities (See: B: Board Responsibilities and Duties):
 - acquire an understanding of the role of RODS;
 - becomes generally aware of government agencies with interest in the settlement of refugees and immigrants in Regina and Saskatchewan;
 - becomes aware of RODS and its programs;
 - has sufficient financial literacy to understand the information in RODS financial statements;
 - acquire/possess an understanding of the principles of good governance, developments in the field of governance, and duties and responsibilities associated with being a member of a governing body/RODS;
 - participate and understand the strategic planning process (See: C-VII: Board Strategic Planning).
- Each Board Member should be proactive in taking advantage of board training and development made available to the Board.
- RODS staff will take an active role preparing and delivering relevant materials.
- Board Members are encouraged to take part in evaluation of their collective performance and effectiveness (See: C-XI: Board Evaluation and Performance).

Education and development opportunities:

a) Orientation:

- Each Board Member, after their election, will receive an orientation package (and an orientation), which will include:
 - The RODS Constitution
 - Board Governance Policy Manual
 - Scope of RODS operation (mission, resources, planning, budget, Management Structure/Organization chart)
 - Institutional positioning and areas of prominence (RODS and community organizations)
 - Strategic plan
 - Work plan
 - Committee structure and terms of reference.
- Their responsibilities as a member of a governance board.
- It is the Board Members responsibility to be familiar with RODS board governance in order that decisions of the Board may be made in an efficient, knowledgeable and expeditious manner.
- Information in support of this orientation will be updated annually.

b) Board Development at regular Board meetings:

- As required, opportunities will be presented at the Board meetings for board development on topics specific to the mission of and/or challenges facing RODS.
Examples:
 - An hour set aside for an in-depth presentation on a relevant topic, such as funding risks facing the society.

c) Annual board retreat:

- These retreats may take place each year separate or concurrently with the Strategic Plan that will address an aspect of one of the following themes:
 - A topic related to governance
 - A topic related to Strategic Planning/Work Planning
 - A topic related to RODS (e.g., Board evaluation, planning, institutional positioning, areas of pre-eminence, shifts on policies/programs concerning refugees and immigrants).

d) Workshops and seminars

- Board members and invited staff may participate in relevant workshops, seminars, webcasts and other opportunities as the need for such arise.

NAME OF POLICY	C-X: Board Recruitment and Election	
CONSTITUTION REFERENCES	Article 7 Saskatchewan Non-Profit Act - Division XI	
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

Policy:

The Nominations Committee of the Board is responsible for the recruitment of new Board members and preparing a slate of qualified nominees to be considered at the annual general meeting (AGM).

Process:

In accordance with Article 6 of the Constitution the Nominations Committee shall:

- develop for approval by the Board a description of the skills, experience and qualities including diversity of the Board Members (skills matrix);
- consider skills, experience, qualities and diversity of the current Board to determine board needs;
- recruit, interview and prepare potential candidates that reflect the qualifications for the election process;
- prepare the slate of nominees to be considered and recommend to the board candidates for election at the annual meeting; and oversee board recruitment and nomination processes.

The Board has identified in the matrix below the key skills required for the Board as a whole to meet its objectives. To assist the recruitment and selection of new members, the skills matrix may be used to review the existing skills and capabilities on the Board and identify any gaps/low current coverage in skills and experience. See **Appendix**.

NAME OF POLICY	C-XI: Board Evaluation and Performance (TBD)	
CONSTITUTION REFERENCES		
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

The Board shall regularly evaluate their collective performance and effectiveness by agreed-upon performance criteria every other year in May prior to the end of Board term. The results may be used to update the Board orientation for new Board Members following the AGM and used for the development of the Board governance action plan at the fall Board retreat to enhance and improve governance practices. See Appendix Template.

The functionality of the processes the Board use to govern will be evaluated annually, including:

- Board processes;
- structure of committees;
- Board orientation and development;
- meeting format;
- role of the Chair and committee Chairpersons;
- President/Board Member/Executive Director relations;
- internal reporting methods; and
- intra-Board Member relations.

Evaluation of individual Board Members, such as self-evaluation or peer evaluation may be implemented but results will not be shared beyond the person responsible for the evaluation, the Officers and evaluated individuals.

Retiring Board Members may be asked to participate in an exit interview.

The Board will review the outcomes of the Board evaluation and implement a plan of action for Governance improvement in the upcoming year.

NAME OF POLICY	C-XII: Board Governance Policy Approval and Renewal	
CONSTITUTION REFERENCES		
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

The Board shall develop policies to guide governance practices and decisions and to prevent RODS from potential risk.

Board Policies exist to:

- a) ensure RODS processes and practices align with RODS strategic direction and core principles/values;
- b) protect RODS and its stakeholders;
- c) promote governance effectiveness;
- d) provide decision makers with limits, alternatives, and guidance; and
- e) reduce institutional risk.

Procedure for policy development:

1. Need identification - A policy gap or area may be identified by the Board, Board Committee, or individual Board Member.
2. Approval of idea/concept for a new policy, or revision to an existing policy - Following an assessment of need, the Board will recommend that policy development proceed, advise about consultation (including advice about the need for legal review), identify appropriate approval path and identify the Board Committee or designate to prepare and recommend the Policy. The Committee may also evaluate the implications of the policy, including potential risks, costs, and infrastructure requirements.
3. Drafting and consultation - The Board Committee working with RODS staff, will be responsible for drafting the policy, including a communications plan and an implementation plan.
4. Recommendation for approval - on receipt of draft policy, the Board will review and comment on matters such as format, the implementation and communication plan, and the process of consultation.
5. Final approval - RODS Board will make a decision whether to approve the policy. RODS Board policies must be approved by the Board at a Board meeting.

NAME OF POLICY	C-XIII: Board Liability & Liability Coverage	
CONSTITUTION & OTHER REFERENCES	Saskatchewan Non-Profit Act, 1995 - Division IX - Article 105	
APPROVAL DATE: SEPTEMBER 2020	Reviewed:	Revised:

The Board shall maintain shall maintain comprehensive management and board liability insurance of \$5,000,000.00 with a \$1,000.00 deductible per claim.

Appendix:

I. Committee Terms of Reference & Work Plans

- a. [Executive Committee](#)
- b. [Finance Committee](#)
- c. [Governance Committee](#)
- d. Parent Advisory Committee

II. Board Application (includes Skill Inventory)

III. Board Evaluation Template (next page)

Board Effectiveness Questionnaire

A Tool for Improving Governance Practice

Name: _____

For Period: _____

Board Effectiveness Questionnaire

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); May be or Not Sure (3); Agree (4); Strongly Agree (5).

A. How Well Has the Board Done Its Job?

Statement	1	2	3	4	5
1. Our organization has a three to five-year strategic plan or a set of clear long-range goals and priorities.					
2. The Board meeting agenda clearly reflects our strategic plan or priorities.					
3. The Board has ensured that the organization also has a one-year operational or business plan.					
4. The Board ensures that the organization's accomplishments and challenges are consistently reported to its members and stakeholders.					
5. The Board has ensured that its members and stakeholders have received reports on how our organization has used its financial resources to achieve its goals.					
6. The Board sets targets and measures related to the goals in order to evaluate the performance and ensure it is holding its breath.					
Strategy and Risk					
7. The Board ensures processes are in place to identify, assess and manage any risks to the organization. Examples include:					
• Regulatory and legal requirements					
• Financing and liquidity needs					
• Financial exposures					
• Business continuity					
• Organization reputation					
• Strategic execution					
• Management capabilities					
• Management oversight					
• Fraud control					
8. The Board is well-informed about the operations and the financial condition.					
9. The Board considers the quality and appropriateness of financial accounting and reporting, including the transparency of disclosures.					
10. The Board understands the coordination of risk between the external independent and internal auditors and clearly articulates its expectations of each.					
11. The Board has the policy on Code of Conduct and Conflict of Interest.					
12. The Board regularly revisits actual practices to ensure there is compliance with the policies, the Act and other governing policies.					

©2018 Board Effectiveness Society - June 2019
Adapted from Board Self-Assessment - Corporate University - Non-Profit Sector Leadership Program
https://www.universite.ca/Website/Center/2018/BoardEffectivenessSocietyJune2019.pdf

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Boarder Self-Evaluation

8. How Well Has the Board Conducted itself?

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1), Disagree (2), Maybe or Not Sure (3), Agree (4), Strongly Agree (5).

Governance Policy and Mechanisms		1	2	3	4	5
1.	There is a Governance model and Board policies that guides the governance of the Board and clearly defines their role.					
2.	Board members are aware of what is expected of them and their role is clearly defined.					
3.	The agenda of Board meeting is well planned so that all necessary Board business is completed.					
4.	It seems that most Board members come prepared to the meeting.					
5.	We receive reports and documentation in advance of the Board meeting.					
6.	Information provided to Board is brief but detailed enough to provide the desired information and is analytic as well as informative.					
7.	All Board members participate in important Board discussions.					
8.	We do a good job encouraging and dealing with different points of view.					
9.	We all support the decisions we make.					
10.	The Board has planned and led the orientation process for new Board.					
11.	The Board has a plan and encourages director education and further Board development.					
12.	Our Board meetings are always interesting.					
13.	Our Board meetings are frequently enjoyable.					
14.	The board regularly evaluates its own performance and implements improvements to processes.					
15.	The Board has a process to regularly review their bylaws and policies to ensure they are up to date and reflective of appropriate regulations.					

RDS Board Effectiveness Survey - June 2019
Adapted from Board Self-Evaluation - Dalhousie University - Non Profit Sector Leadership Program
<https://www.dal.ca/Assets/WebsiteContent/2019/Board%20Self-Evaluation%20Questionnaire.pdf>

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9. Performance of Individual Board Members (Not to be shared)

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1), Disagree (2), Maybe or Not Sure (3), Agree (4), Strongly Agree (5).

	1	2	3	4	5
1.	I am aware of what is expected of me as Board member.				
2.	I have a good record of meeting attendance.				
3.	I read the minutes, reports and other materials in advance of our Board meeting.				
4.	I am familiar with what is in the organization's Act, by-laws and governing policies.				
5.	I frequently encourage other Board members to express their opinions at Board meetings.				
6.	I am encouraged by other Board members to express my opinions at Board meetings.				
7.	I am a good listener at Board meetings.				
8.	I follow through on things I have said I would do.				
9.	I maintain the confidentiality of all Board items.				
10.	When I have a different opinion than the majority, I raise it.				
11.	I support Board decisions since they are made even if I do not agree with them.				
12.	I promote the work of our organization in the community whenever I have a chance to do so.				
13.	I stay informed about issues relevant to our mission and bring information to the attention of the Board.				

RDS Board Effectiveness Survey - June 2019
Adapted from Board Self-Evaluation - Dalhousie University - Non Profit Sector Leadership Program
<https://www.dal.ca/Assets/WebsiteContent/2019/Board%20Self-Evaluation%20Questionnaire.pdf>

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Boarder Self-Evaluation

10. Board's Relationship with Executive Director

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1), Disagree (2), Maybe or Not Sure (3), Agree (4), Strongly Agree (5).

	1	2	3	4	5
1.	There are clear policies and guidelines that outline the role and parameters of the Executive Director.				
2.	There is a clear understanding of where the Board member's role ends and the Executive Director's begins.				
3.	There is good two-way communication between the Board and the Executive Director.				
4.	The Board trusts the judgment of the Executive Director.				
5.	The Board provides direction to the Executive Director by approving goals and objectives, implementing decision items or clarifying existing ones.				
6.	The Board has discussed and communicated the kinds of information and level of detail it requires from the Executive Director on what is happening in the organization.				
7.	There are clear guidelines or policy related to external communications and dealing with the media specifying the Executive Director's role, the Board Chair's role.				
8.	The Board has developed formal criteria and a process for evaluating the Executive Director.				
9.	The Board, or a committee of the Board, has formally evaluated the Executive Director within the past twelve months.				
10.	The Board evaluates the Executive Director annually on the accomplishment of the organization's strategic goals and priorities.				
11.	The Board provides feedback and shows its appreciation to the Executive Director on a regular basis.				
12.	The Board ensures that the Executive Director is able to take advantage of professional development opportunities.				
13.	The Board has a clear understanding of their role and the appropriate relationship with senior staff.				

RDS Board Effectiveness Survey - June 2019
Adapted from Board Self-Evaluation - Dalhousie University - Non Profit Sector Leadership Program
<https://www.dal.ca/Assets/WebsiteContent/2019/Board%20Self-Evaluation%20Questionnaire.pdf>

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Boarder Self-Evaluation

11. Feedback to the Chair of the Board

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1), Disagree (2), Maybe or Not Sure (3), Agree (4), Strongly Agree (5).

	1	2	3	4	5
1.	The Board has discussed the roles and responsibilities of the Chair.				
2.	The Chair is well-prepared for Board meetings.				
3.	The Chair helps the Board to stick to the agenda.				
4.	The Chair ensures that every Board member has an opportunity to be heard.				
5.	The Chair is skilled at managing different points of view.				
6.	The Chair can be tough on us as a group when we get out-of-line.				
7.	The Chair knows how to be direct with an individual Board member when their behavior needs to change.				
8.	The Chair helps the Board work well together.				
9.	The Chair demonstrates good listening skills.				
10.	The Board supports the Chair.				
11.	The Chair is effective in delegating responsibility among Board members.				

RDS Board Effectiveness Survey - June 2019
Adapted from Board Self-Evaluation - Dalhousie University - Non Profit Sector Leadership Program
<https://www.dal.ca/Assets/WebsiteContent/2019/Board%20Self-Evaluation%20Questionnaire.pdf>

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IV. Definitions

Ad hoc committee

A temporary committee or task force established to address a specific issue.

Board

The Board is the governing body of RODS. It is a collective group of individuals elected by the members of RODS to represent and oversee the organization. The Board has specific legal and ethical responsibilities to the organization.

Board Member(s)

An individual elected by the Members of RODS to oversee the management of the organization. The Board Members of RODS are collectively referred to as the Board.

Constitution

A legal document that sets out the fundamental principles and structure of an organization.

Officers of the Board

A group of Board Members which are authorized to act on behalf of the full Board when a meeting is not possible or necessary consisting of the, President, Past President and Vice President,

Executive Director

The individual hired by the Board to run the organization. This is the only employee of the Board.

Members

Membership of the RODS organization, whether as an individual or as a body corporate.

President

A term used to describe the chief volunteer officer and Board Member of RODS.