

MILITARY FAMILY SERVICES PROGRAM

MFRC Board Orientation and Training Kit

Canada



ACKNOWLEDGEMENTS PAGE FOR MFRC BOARD ORIENTATION & TRAINING KIT

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MFRC BOARD ORIENTATION AND TRAINING KIT

Director Military Family Services (DMFS)

Personnel Support Programs Division

Canadian Forces Personnel Support Agency

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Revised November 2011

Foreword

The strength of the Military Family Services Program (MFSP) is that, at the community level, it is led and governed by volunteer Boards of Directors, members of which are drawn from the very community the Program was established to serve. This unique approach to doing business enriches the Program by ensuring that it stays vital and relevant.

Military Family Resource Centers' (MFRCs) Boards of Directors are the organizing force behind a myriad of community development and family support activities that are focused on the attainment of the vision for the Military Family Services Program: “Confident, capable and resilient families in a supportive Canadian Forces community”.

It is recognized however, that the task of serving on a Board of Directors can also be challenging for the people that take on this leadership role. This resource therefore, is designed to be a practical kit and framework to support the individual, self-administered training and orientation of members of MFRC Boards of Directors to their roles and responsibilities as governors of not-for-profit organizations. The “MFRC Board Orientation and Training Kit” combines theory and practice, tailored for the specific requirements of the MFSP, and allows further modification to reflect local community realities. And, finally, through the host of referenced web-based materials, it allows Boards of Directors to access the best of board training materials through the ‘click of a mouse’ at their convenience.



Celine Thompson
Director Military Family Services

MFRC Board Orientation and Training Kit

Introduction

Director Military Family Services (DMFS) has developed this Board Orientation and Training Kit to assist MFRC Boards of Directors to strengthen their orientation and training activities. The kit includes:

- tools to assist Board members, Chairpersons and Treasurers to assess their training needs (Part I);
- tools to help the Board plan its orientation and training activities (Part II);
- materials to support orientation (Part III); and
- materials to support training (Part IV).

The documents have been developed to complement one another and to provide a consistent message about Board governance responsibilities.

Documents have been posted in Word format to allow MFRC Boards to adapt the material to reflect their respective Centres.

DMFS Field Operations Managers have additional materials, such as exercises and handouts, to support Board training. These are available on request. A Board learning tool will also be available early 2012 through the DMFS website.



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UPDATED

The three resource lists above contain web-based articles and tools by topic. As English and French lists are different, bilingual Board members may wish to consult these documents in both languages.

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Assessment of Training Needs

Part I – Assessment of Training Needs

Board Chairperson Training Self-Assessment Tool

Note: This tool can be completed by the Board Chairperson to assist him/her to identify required training.

Please check the most appropriate response.

I am confident undertaking the following responsibilities:	yes	somewhat	no
contributing to an effective relationship with the ED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
contributing to an effective relationship with the Base/Wing Commander	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
acting as the MFRC spokesperson	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
preparing Board meeting agendas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
conducting Board meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
preventing/responding to Board conflict	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
preventing/responding to breaches of confidentiality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
preventing/responding to conflicts of interest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
facilitating and monitoring Board ethics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
teambuilding with your Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
conducting the ED's performance appraisal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
acting as a signing officer for the MFRC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I am confident assisting the Board with;	yes	somewhat	no
planning community needs assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
strategic planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
developing annual MFRC goals and objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
developing the MFRC's evaluation plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
developing and approving an annual budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
monitoring revenues and expenditures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
fundraising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
developing/revising personnel policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ensuring effective meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
policy development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board recruitment and selection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board orientation and training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board self-evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Board Treasurer Training Self-Assessment Tool

Note: This tool can be completed by the Treasurer to assist him/her to identify required training.

Please check the most appropriate response.

I am confident undertaking the following responsibilities:	yes	somewhat	no
contributing to an effective relationship with the ED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
establishing an effective relationship with the MFRC's accountant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
assisting in the development of the MFRC's annual budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
completing or reviewing bank reconciliation statements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
interpreting MFRC financial statements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
reviewing audited financial statements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
presenting financial statements to the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
identifying and dealing with ethical issues related to financial matters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
contributing to the ED's performance appraisal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
acting as a signing officer for the MFRC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I am confident assisting the Board with:	yes	somewhat	no
reviewing and approving the annual budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
monitoring revenues and expenditures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
risk management as it relates to financial management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Board Member Training Self-Assessment Tool

Note: In addition to a comprehensive orientation that provides background, contextual information on a variety of topics, Board members should have training on their Board governance responsibilities. This self-assessment tool can be completed anonymously by each individual Board member to help the Board identify priorities for training sessions designed to develop Board members' knowledge and skills.

1) As a MFRC Board member, I understand:	yes	somewhat	no
my "job description"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
the ED's role and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
how to protect confidentiality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
how to identify and deal with conflicts of interest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
how to limit my personal legal liability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
how to contribute to making meetings effective, including basic parliamentary procedure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2) I am knowledgeable about the following areas of Board responsibilities and am comfortable playing an active role in:	yes	somewhat	no
strategic planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
community needs assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
organizational evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
service evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
developing and approving an annual budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
monitoring revenues and expenditures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
fundraising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
doing a performance appraisal of the Executive Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
developing/revising personnel policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
developing effective partnerships with the military community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
developing effective partnerships with the civilian community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
marketing/promoting the MFRC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
assessing and managing risk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
developing effective Board committees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
developing effective policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
planning for Board succession	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
recruiting and selecting members for the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ensuring Board orientation and training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
evaluating the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Governance Performance Assessment

Each Board member can complete this form individually and anonymously. The results can be compiled to produce an evaluation of the Board.

Answering “YES” to all or most of the questions applicable to your organization, suggests that you/the Board are performing your role(s) well.

Answering “NO” indicates the need for Board and/or personal or organizational development work.

Answering “DON’T KNOW” or “SOMEWHAT” suggests topics for Board development sessions, or questions to discuss with the MFRC Chairperson.

Question	yes	somewhat	no
Our mission statement clearly communicates what we want to achieve.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our values and beliefs are clearly stated and are reflected in all our services and activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board determines strategic priorities and organizational goals, and monitors their achievement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have a business plan that guides our Board, staff and volunteers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our Board and committee meetings are well attended.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our Board meetings are focused on planning, developing policy, reviewing financial statements, advocacy and evaluating the organization’s work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board members complete their assignments and responsibilities in a responsible and timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conflicts among Board members are dealt with in a respectful and constructive manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board has adequate measures to protect confidentiality and to prevent conflicts of interest.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Most Board members attend our special events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Governance Performance Assessment Tool

Question	yes	somewhat	no
Our Board members are carefully recruited and selected to reflect our community and the needs of our organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board members are provided with adequate orientation, training, and evaluation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board's relationship with the Executive Director is one of mutual trust and respect.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our Executive Director's performance is evaluated on an annual basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board acts knowledgeably when approving and monitoring the organization's budget.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our financial expenditures are in line with our priorities and goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our financial monitoring and control systems enable us to protect the organization's assets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A comprehensive risk management plan is in place, approved and monitored by the Board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The level of services provided reflects community needs and is consistent with our resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board has clear policies addressing Board governance, HR and financial management, operations and services and these policies are consistently applied.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board acts in accordance with the organization's bylaws.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The MFRC meets MFSP standards including the Canadian Code for Volunteer Involvement, the MFSP Privacy Code and the Official Languages Act.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board members often take advantage of opportunities to enhance the organization's public image and networking capabilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have reason to be optimistic about our ability to deal with whatever the future brings in the next three years.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board has acted effectively to guide the organization in the right direction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board takes time to celebrate the MFRC's accomplishments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As an individual Board member, I am proud of the contribution that I have made.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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Planning Orientation and Training

Part II – Planning Orientation and Training

Chairperson Orientation Checklist

MFRC Board Chairperson

Note: this checklist is supplementary to the MFRC Board *Orientation Planning Tool*, which should also be reviewed by the MFRC Chairperson

Become familiar with the MFRC’s bylaws; note provisions relating to the Chairperson

Review the Memorandum of Understanding (MOU) between the MFRC and the Department of National Defence (DND), noting in particular the provisions relating to MFRC responsibilities

Review the Supplemental Agreement between the MFRC and the local Commanding Officer (CO) that outlines the provision of facilities, materiel, services and local public and/or non-public funding

Review *MFSP: Parameters for Practice*, particularly the sections on Structure and Accountability, and Program Standards

Become familiar with:

- terms of reference for all Board positions, including the position of Chairperson
- terms of reference for all Board committees
- the previous year’s annual report
- minutes from Board meetings held during the previous year
- parliamentary procedures used by the Board
- the previous years audited MFRC financial statement
- charitable status records (if the MFRC is a registered charity)
- the current year’s budget, including sources of revenue, projected amounts from each source and any restrictions on the use of funds
- any financial surplus or deficit, and its source(s)
- service and financial reporting requirements of MFRC funders
- number of employees and their status (full-time, part-time, term, casual)
- position description of the Executive Director (or any Executive Limitations)
- performance appraisal procedures for the Executive Director
- MFRC financial policies
- who can authorize spending, for what and within what limits, and which individuals have signing authority for the MFRC
- the format used for monthly financial reports
- any current contracts
- any outstanding recommendations from the DMFS Annual Formal Site Visit and/or DMFS-commissioned audit (conducted by Internal Audit and Review) and actions planned by the MFRC in response and any outstanding ‘Desired Areas For Improvement’ from a DMFS Formal Community Site Visit.



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Treasurer Orientation Checklist

MFRC Board Treasurer

Note: this checklist is supplementary to the MFRC Board *Orientation Planning Tool*, which should also be reviewed by the MFRC Treasurer

Review the MFRC's bylaws, noting in particular the articles on the organization's fiscal year, the role of the Treasurer, which positions have signing authority (for cheques, contracts, etc.), responsibility for financial records and requirements for audits

Review the MOU between the MFRC and DND, noting in particular the provisions relating to "Financial Arrangements"

Review the Supplemental Agreement between the MFRC and the local CO, noting in particular the provisions relating to local public and/or non-public funding

Review MFSP: Parameters for Practice, particularly the sections on Structure and Accountability, and Funding

Become familiar with:

- terms of reference for the position of Treasurer
- terms of reference for the Finance Committee (if the Board has one)
- the previous years audited financial statement
- the previous year's annual return to Canada Customs and Revenue Agency (if the MFRC is a registered charity)
- the current year's budget, including sources of revenue and amounts from each source
- any restrictions on the use of funds
- any financial surplus or deficit, and its source(s)
- financial reporting requirements of MFRC funders
- number of employees (full-time, part-time, term, casual)
- salary scales and compensation policies
- MFRC financial policies
- the budget development process
- financial controls and procedures, including who can authorize spending, for what and within what limits, and which individuals have signing authority for the MFRC
- the financial record keeping system
- the bank reconciliation process
- the format used for monthly financial reports
- the annual external financial audit process
- any recommendations made on financial issues as a result of the audit commissioned by DMFS and any actions taken by the MFRC in response
- the MFSP funding process, including the Funding Application, Service Delivery Agreement, quarterly reports, requests to transfer funds, request to retain surplus



Board Orientation Planning Tool

Definition

Orientation can be described as the provision of background information that is required by an individual in order to assume new responsibilities. Orientation activities introduce new Board members to the MFRC, familiarize them with community characteristics, and provide information about the Military Family Services Program so that the work of the MFRC is placed in a national context.

About this Tool

This tool is designed to suggest some of the topics that should be covered in Board orientation briefings and activities, and the documents that should be made available to Board members in individual orientation binders and/or a Board reference binder. The tool does not include topics related to Board training. (For further information on planning Board training, see the tools: *Orientation and Training Guidelines*; and *Board Basic Training Study Guide*.)

Planning Board Orientation

To plan Board orientation using this tool:

- Review the list of orientation topics and add missing items.
- Determine what documents (or summaries of documents) should be included in each Board member's individual orientation binder. (Suggestions are made in the tables below.)
- Determine what material Board members should be asked to read on their own; avoid overwhelming new members with lengthy documents.
- Note which orientation topics should be covered in a briefing and estimate the amount of time required.
- Schedule your orientation activities. Keep in mind that many topics can be dealt with briefly in initial briefings. Further information may be offered later in the year during the course of Board meetings, depending on the topics being dealt with by the Board

In addition to each Board member's orientation binder, a general reference binder containing key documents should be available to the Board. This binder will need to be updated periodically.

For further suggestions on conducting Board orientation, see the tool *Orientation and Training Guidelines*.



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Board Orientation Planning Tool

A. Overview of the Military Family Services Program (MFSP)

Orientation Topic / Document	Individual Binder	Board Reference Binder	Orientation Completed	Notes
■ MFSP history				See <i>Parameters</i> , pp. 1 – 3
■ MFSP vision, mission, values and principles	.			See <i>Parameters</i> , pp. 7 – 8
■ MFSP goals				See <i>Parameters</i> , p. 9
■ MFSP mandated services	.			See <i>Parameters</i> , pp. 25 – 26
■ MFSP standards				See <i>Parameters</i> , pp. 17-21
■ role of the Directorate of Military Family Services (DMFS)				See <i>Parameters</i> , p. 12; Review the role of the Field Operations Manager
■ list and explanation of commonly used abbreviations	.			See separate document prepared by DMFS; this may be added to by the MFRC
■ (a) Annual Formal Site Visit				(a) Preparation documents; Most recent Formal Site Visit Report and MFRC response (b) Most recent Formal Community Visit Report
■ (b) Community Site Visit				
■ External Program Audit/Review				Most recent report and MFRC response
■ MOU between DND and the MFRC			.	Copy of current MOU; review purpose of MOU and highlights
■ Supplemental Agreement between the MFRC and local CO			.	Copy of current Supplemental Agreement; review purpose and highlights



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Board Orientation Planning Tool

B. Overview of the Military Family Resource Centre (MFRC)

Orientation Topic / Document	Individual Binder	Board Reference Binder	Orientation Completed	Notes
■ MFRC history	•	•		
■ MFRC mission statement	•	•		
■ MFRC statement of values, principles and code of ethics	•	•		For these documents to be meaningful, examples should be given to illustrate how they impact the MFRC's work
■ MFRC organizational goals and objectives	•	•		Note the Board's role in establishing the goals and objectives
■ MFRC constitution and bylaws	•	•		Review this document with Board members
■ MFRC strategic plan		•		Note the Board's role
■ MFRC business plan		•		Note the Board's role
■ MFRC policies and procedures		•		Note the Board's role and the topics addressed by these policies
■ MFRC risk management plan		•		Note the Board's role
■ MFRC insurance policies (property, liability, errors and omissions and directors and officers liability)		•		Review highlights



Board Orientation Planning Tool

C. Overview of the Military Family Resource Centre (MFRC)

Orientation Topic / Document	Individual Binder	Board Reference Binder	Orientation Completed	Notes
<ul style="list-style-type: none"> Brief descriptions of “mandated” and “site-specific” MFRC services 	•	•		
<ul style="list-style-type: none"> Summary of most recent community needs assessment(s) 		•		
<ul style="list-style-type: none"> Summary of most recent service evaluations 		•		
<ul style="list-style-type: none"> MFRC organizational chart showing the relationship between the Board, Board Committees, Executive Director, MFRC staff and volunteers, and the Base/Wing 	•	•		
<ul style="list-style-type: none"> Contact list for MFRC staff 	•	•		
<ul style="list-style-type: none"> Name of current CO and Mil OPI 	•	•		
<ul style="list-style-type: none"> Facility hours and room-booking procedures 	•	•		Orientation could include a tour of MFRC facilities



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Board Orientation Planning Tool

D. MFRC Funding & Finances	Orientation Topic / Document	Individual Binder	Board Reference Binder	Orientation Completed	Notes
	■ MFRC annual budget and most recent financial statement	•	•		Briefing should address sources of revenue, restrictions on funds, surplus (if any), reporting requirements, signing authority, how to read financial statements, etc.
	■ Financial auditor's report (most recent)	•	•		
	■ MFSP Funding Application		•		Briefly describe the MFSP funding process.
	■ MFSP Service Delivery Agreement		•		
	■ Quarterly Financial Reports to DMFS		•		



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Board Orientation Planning Tool

E. CF Environment and Community Partnerships				
Orientation Topic / Document	Individual Binder	Board Reference Binder	Orientation Completed	Notes
■ map of base/wing	•	•		
■ description of the military environment in which the MFRC functions		•		
■ list and explanation of commonly used abbreviations pertinent to the local CF environment	•	•		
■ the responsibilities of the Base/Wing in support of the MFRC (with reference to the Supplemental Agreement)				
■ list and description of key civilian partner organizations			•	



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Board Orientation Planning Tool

F. The MFRC Board of Directors

Orientation Topic / Document	Individual Binder	Board Reference Binder	Orientation Completed	Notes
■ contact list of current Board members	•	•		
■ brief biographies of Board members including term of office on Board	•	•		
■ position descriptions for members of the Board of Directors, including the Military OPI	•	•		
■ terms of reference for Board committees including responsibilities of the Chairperson			•	
■ Board meeting procedures (agenda development, parliamentary procedures, absences, etc.)	•	•		
■ Board recruitment process and succession plan			•	
■ Board evaluation process				
■ Board / MFRC annual calendar (Board meetings, AGM, special events, major deadlines)	•	•		



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Board Orientation Planning Tool

F. The MFRC Board of Directors

Orientation Topic / Document	Individual Binder	Board Reference Binder	Orientation Completed	Notes
■ minutes of the last three Board meetings	•	•		
■ minutes of the most recent annual general meeting (AGM), including all reports	•	•		
■ policy and procedures for Board-related expenses	•	•		



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Board Orientation Planning Tool

G. Volunteer Information

Orientation Topic / Document	Individual Binder	Board Reference Binder	Orientation Completed	Notes
<ul style="list-style-type: none"> ■ Canadian Code for Volunteer Involvement 		•		See Parameters, pp. 20-21
<ul style="list-style-type: none"> ■ goals and objectives of the MFRC's Volunteer Program 		•		
<ul style="list-style-type: none"> ■ description of opportunities for volunteer involvement at the MFRC 		•		
<ul style="list-style-type: none"> ■ benefits available to volunteers 		•		
<ul style="list-style-type: none"> ■ volunteer screening process 		•		



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Board Orientation Planning Tool

H. Materials Pertinent to Each Individual Board Member

Orientation Topic / Document	Individual Binder	Board Reference Binder	Orientation Completed	Notes
■ copy of the individual's signed Oath of Confidentiality	•	•		
■ copy of the individual's signed Conflict of Interest statement	•	•		



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Guidelines to Enhance Board Orientation and Training

Introduction

Definitions

Recommended Practices

Board Recruitment

Board Responsibilities

Responsibilities of the Executive Director

Developing an Annual Orientation and Training Plan

Timing of Orientation and Training

Length and Frequency of Orientation and Training Sessions

Location of Sessions

Organization and Facilitation of Sessions

Content of Orientation and Training

Orientation and Training for Executive Members of the Board

Supplementary Activities

MFRC Policy on Board Orientation, Training and Development

Web-based Resources on Board Orientation and Training

Annex A: Board Governance Training

– Basic Topics

Annex B: Board Governance Training

– Supplementary Topics



Introduction

The skills and knowledge of Board members are critical to ensuring the effective governance of the MFRC. Comprehensive orientation and training of Board members is essential to ensure that the Board functions effectively and fulfills its mandate.

Board orientation, training and development activities are integral to enhancing organizational performance. Orientation activities set the tone for and launch the ongoing training and development program of your Board. Orientation and training activities are best pursued as integrated and complementary events with the full participation of the Board and Committee members, and the Executive Director.

Definitions

Orientation can be described as the provision of background information that is required by an individual in order to assume new responsibilities. Orientation activities introduce new Board members to the MFRC, familiarize them with community characteristics, and provide information about the Military Family Services Program so that the work of the MFRC is placed in a national context.

Training focuses on the acquisition of basic knowledge and development of skills relevant to the individual's governance responsibilities within the MFRC.

Development focuses on the acquisition of additional knowledge and skills that enhance participation and leadership.



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Recommended Practices

Board Recruitment

When recruiting prospective Board members:

- Provide a written position description outlining overall responsibilities of Board members and discuss these with candidates for the Board
- Provide a clear indication of the amount of time required for orientation and training activities (in addition to attendance at regular Board and committee meetings and MFRC special events).

Board Responsibilities

The Board should:

- Designate an individual Board member or committee responsible for coordination of Board orientation, training and development
- Assess Board training needs, taking into account new and more experienced members (You may wish to use the Board Training Self-Assessment Questionnaire.)
- Establish an annual Board activities calendar that includes plans for orientation and training (to coordinate training with other priorities)
- Develop a detailed annual plan for Board orientation and training (see below)
- Ensure all new Board members receive the equivalent of at least two days of basic Board orientation and training annually
- Ensure Executive members of the Board receive supplementary orientation and training reflecting their position descriptions
- Ensure that a comprehensive, up-to-date Board orientation manual is distributed to new Board members
- Document Board orientation and training activities
- Ensure that a written record is kept of each Board member's orientation, training and development

Responsibilities of the Executive Director

- Have staff prepare Board orientation and reference binders (see the Board Orientation Planning Tool for suggestions about what could be included)
- Assist with Board orientation by providing briefings on selected subjects and identifying other individuals who are well-placed to provide information to the Board; and
- If qualified, provide supplementary training to the Board, at the request of the Board.



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Recommended Practices

Developing an Annual Orientation and Training Plan

As part of its self-governance responsibilities, the Board should assess the training needs of Board members and establish an annual Board development plan. This will help to ensure that comprehensive orientation and training takes place.

Your plan should include:

- the type of activity (Board workshop, mini-sessions at Board meetings; attendance at external workshops or conferences);
- the month each activity will take place;
- the topics to be covered;
- who will facilitate; and
- who will attend the activity (the full Board, new members only, the Board Chair, etc);

Based on this plan, specify, during the budget development process, the annual amount budgeted for orientation, training and development of Board members.

Timing of Orientation and Training

- Begin initial Board orientation as soon as a Board member assumes the role (usually at the time of an Annual General Meeting).
- Provide Board members with useful background information that they can easily understand and read within an appropriate length of time. Try to avoid overwhelming new members with an excessive amount of material.
- Ensure continuity by, ideally, completing basic orientation and training within three months of the MFRC's AGM. If the AGM is held in the spring and the Board does not meet in the summer, attempt to complete basic training by the end of October.
- Provide ongoing supplementary orientation as required as part of regular Board meetings; focus on topics that are relevant to the Board's agenda.

Length and Frequency of Orientation and Training Sessions

- Allot about 16 hours to complete Board basic orientation and training.
- Consult with Board members to create a schedule that is convenient for the majority of members: a weekend workshop, two single days of training, or several two-hour workshops. Some MFRCs find that an annual overnight Board retreat is both relaxing and productive.
- Some brief orientation and training topics may be incorporated into regularly- scheduled Board meetings.
- Plan to spend approximately 4 – 7 hours on supplementary training focused on topics identified by the Board.

Location of Sessions

- Choose a convenient location to encourage full Board participation.
- Consider conducting joint training sessions with MFRCs in reasonably close proximity, or with another community group.



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Recommended Practices

Organization and Facilitation of Sessions

- Provide leadership: the Board Chairperson and Board Nominations Committee (or Board Development Committee*), with the assistance of the Executive Director, are well-equipped to take the lead in organizing the orientation and training of Board members.
- Ask the Volunteer Program Coordinator to address orientation topics specific to the MFRC.
- Draw on the knowledge of additional personnel when conducting orientation sessions, including other staff, experienced Board members, and selected military and civilian personnel.
- Contract an external facilitator to conduct Board basic training.
- Include a review of the respective roles and responsibilities of the Board and the Executive Director.
- Design Board training to include the active participation of Board members through activities such as brainstorming, small group exercises and the discussion of case studies.
- Use a variety of material and methods to engage participants and to facilitate learning transfer. (The provision of reading material and “mini-lectures” without participatory activities do not enable most adult learners to integrate information effectively.)
- Work with the facilitator in advance to ensure that specific examples related to MFRCs are given to illustrate the concepts presented during the training, and to create exercises and case studies.

Content of Orientation and Training

- Review the record of training received by current Board members within the previous two years.
- To help you plan your sessions, consult the following tools developed by DMFS:
 - The Board Orientation Planning Tool suggests orientation topics and materials.
 - Annexes A & B (below) list recommended basic and supplementary training topics.
 - The Board Basic Training Study Guide provides suggested learning objectives and outcomes for each basic training topic, and a sample Board training agenda.
 - Board Training Web-based Resources provides links to web-based articles and tools by topic area.
- Choose supplementary topics based on the particular challenges being experienced by the Board and/or the Centre.

Orientation and Training for Executive Members of the Board

- Provide specialized, additional orientation and training for the Board Chairperson, Vice-Chairperson, and Treasurer.

* A Board Development Committee has a wider mandate than a Nominations Committee. The terms of reference ordinarily include the entire Board development cycle: assessment of gaps in representation and skills on the Board; recruitment and selection; orientation and training of new members; and ongoing Board training and evaluation.



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Recommended Practices

Supplementary Activities

- Use a variety of approaches to support Board orientation and training:
- Encourage individuals to review essential materials and documents as part of their Board orientation.
- Assign new Board members a mentor or “buddy” to answer questions and assist with basic orientation.
- Review Board meeting agendas in advance to identify which items may require orientation information.

- Foster learning about Board issues:
 - Subscribe to periodicals or e-bulletins on Board development and distribute copies of articles to members.
 - Distribute information about Board development workshops sponsored by community organizations such as the United Way or the local Volunteer Centre, if these are available, and encourage Board members to attend.
 - Ask Board members undertaking such activities if they wish to make a brief presentation to the Board to share the most pertinent information they learned.
 - Share Internet sites with information on Board development topics (see list provided by DMFS) to encourage self-directed studies.



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MFRC Policy on Board Orientation, Training and Development

- Review or develop an MFRC policy on Board orientation and training. (See sample policy provided by DMFS.)

Web-based Resources on Board Orientation and Training

The following web links provide practical tips on conducting orientation and training:



Board Orientation
Create the Future

http://www.createthefuture.com/board_orientation.htm

Chapter 8: Director Development
Primer for Directors of Not for Profit Corporations
Industry Canada

<http://strategis.ic.gc.ca/epic/internet/incilp-pdci.nsf/en/c100698e.html>



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ANNEX A

Board Governance Training – Basic Topics

- Overview of a Policy Board (or Policy Governance Board)
- Introduction to the Major Areas of Board Governance:
 - Vision, Planning and Evaluation
 - Financial Management and Fundraising
 - Human Resource Management
 - Community Relations and Advocacy
 - Organizational Operations (including Board self-governance)
- Respective Responsibilities of the Board and the Executive Director
- Legal Responsibilities, Risk Management and Minimizing Personal Legal Liability
- Confidentiality and Conflict of Interest
- Monitoring the Organization’s Finances
- Contributing to Effective Meetings
- Ensuring Effective Committees
- The Policy Development Process

Note: to plan and implement training (or self-study) on the topics listed above; consult the following tools developed by DMFS:

- The Board Basic Training Study Guide provides suggested learning objectives and outcomes for each basic training topic, and a sample Board training agenda.
- Board Training Web-based Resources provides links to web-based articles and tools by topic area.



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ANNEX B

Board Governance Training – Supplementary Topics

- Advocacy
- Board Recruitment, Development and Evaluation
- Bylaw Development and Revision
- Community Relations
- Conflict Resolution
- Ethics
- Fundraising
- Human Resources Management
- Financial Management
- Legal Issues (advanced)
- The Policy Governance Model (Carver model)
- Risk Management
- Strategic Planning
- Teambuilding



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Sample MFRC Policy on Board Orientation and Training

Policy Rationale

The Board of Directors is responsible for the governance of the MFRC, including strategic planning, evaluation, human resources, finances, fundraising, risk management, advocacy and community relations.

The skills and knowledge of Board members are critical to the success of the organization. Comprehensive orientation and training of Board members is essential to ensure that the Board functions effectively and fulfills its mandate.

The MFRC recognizes the importance of orientation, training, development and recognition in keeping competent and satisfied volunteers as Board and Committee members.

Definitions

Orientation can be described as the provision of background information that is required by an individual in order to assume new responsibilities. Orientation activities introduce new Board members to the MFRC, familiarize them with community characteristics, and provide information about the Military Family Services Program so that the work of the MFRC is placed in a national context.

Training focuses on the acquisition of basic knowledge and development of skills relevant to the individual's governance responsibilities within the MFRC.

Development focuses on the acquisition of additional knowledge and skills that enhance participation and leadership.

Board Recruitment and Orientation

All candidates interested in Board positions will be provided with position descriptions and introductory information about the MFRC. The approximate time commitment required for Board participation (including orientation and training, Board and committee meetings and special events) will be communicated during the recruitment process.

New Board members will participate in a thorough orientation to their position within a three-month period of becoming a Board member.

All Board Members will be asked to sign a form indicating that they have read and understood key policies and documents before they commence their duties. These shall include the "Board Member Agreement Form", an oath of confidentiality, and the MFRC's policy on conflict of interest.

Each new member shall be assigned a more experienced Board member as a guide or "buddy" to help integrate the new member and answer any questions he or she may have about Board procedures.



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Board Training

All Board members, regardless of experience elsewhere, will be required to participate in Board training activities provided by the MFRC to ensure that they are equipped to fulfill their governance responsibilities.

The Board of Directors will ensure that the Board's training needs are assessed on an annual basis and that a plan is developed that takes into account the needs of new and more experienced Board members.

Board basic training requires the equivalent of 1.5 days and focuses primarily on the Board's governance role. Such training will be completed within [specify] months following the Annual General Meeting.

Additional training relating to their Board responsibilities will be offered to Executive members of the Board.

Sufficient resources will be allocated for Board training and development to ensure that Board members understand the role and functions of the Board and that they are properly trained and supported to perform their tasks as outlined in their position descriptions.

Supplementary Training and Development

The MFRC may, at its discretion, offer Board members the opportunity to attend external conferences, workshops or courses that are related to their Board responsibilities. A Board member desiring to attend such an event or program shall submit a written request to the [specify] including a description of the training, and associated costs. The [specify] will determine the appropriateness of the training and the extent to which the MFRC is able to contribute financially to the overall cost.

Approval Date

The Board approved this policy on:

_____ [date]



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Orientation of MFRC Boards of Directors to Their Military Partners

Since MFRCs are situated on CF bases and serve CF families, it is expected that orientation for Board members will include an overview of the local military environment and details about the partnership that exists between the MFRC and the military¹.

This orientation should be provided within the context of MFSP principles that acknowledge the unique nature of family and community life within the CF and the importance of building mutually-supportive partnerships with the CF community to enhance individual, family and community development.

Board members will have varied exposure to the military environment. Civilian Board members, in particular, likely will require orientation to the organizational and operational aspects of the local CF environment.

An orientation session should address:

- The operational mission of the base
- Taskings of various units on the base
- The potential impact of operational taskings on local CF families
- Significant community issues that impact on local CF families
- Common military terms, abbreviations and acronyms that may be used in Board discussions
- The role of the MFRC's Military OPI (the local CO's representative on the Board; see position terms of reference)
- The facilities and infrastructure support provided to the MFRC by the base
- Any public and/or non-public funds provided to the MFRC through the local CO
- Other ways in which the base supports or promotes MFRC activities

There are various materials that can be used to support the orientation. Most bases have "Welcome to" booklets, available through the Base Orderly Room, which outline the role of the base and different units. The "Supplemental Agreement" between the MFRC and the local CO is also a useful reference document.

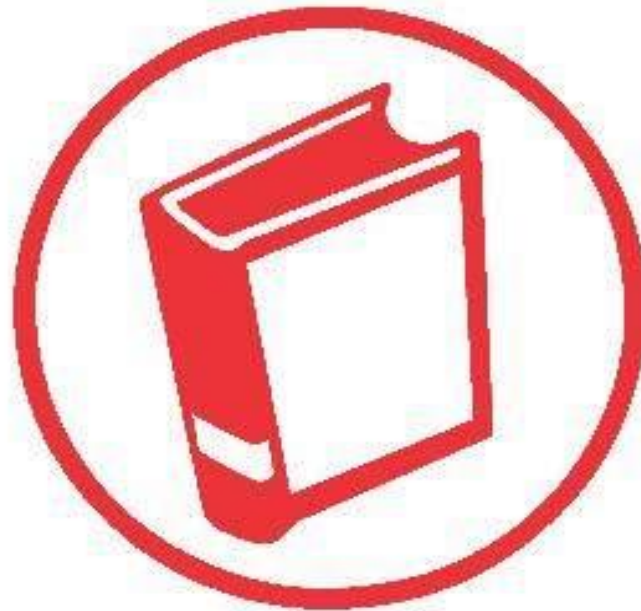
The orientation may include tours and/or briefings to enable Board members to become acquainted with key military personnel who support the MFRC's work.

¹ The Family Services Review Action Plan, published by Director Quality of Life in 2002, recommended that "Increased efforts be devoted to ensuring that Board members, Executive Directors, and staff of all MFRCs are adequately oriented to...the environment in which the CF members live and work."



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Materials to Support Orientation

Part III – Materials to Support Orientation

Board Chairperson – Position Description

Note: This position description is designed to be customized by each MFRC, with input from the incumbent Board Chair. Alternately, it can be compared with the one currently used by the MFRC to ensure the MFRC's document is comprehensive

Authority / Responsibility

The MFRC's bylaws and governance policies should outline the authority of the Board Chairperson, including the responsibilities associated with being a signing officer for the organization.

Role

The role of the Chairperson is to support the Executive Director, and provide overall leadership to the Board of Directors. The Chairperson leads Board members in their governance role and keeps the Board's activities focused on the MFRC's mission and mandate.

The Chairperson must ensure that Board members do not concern themselves directly with the implementation of services – that work is the domain of paid staff and service delivery volunteers.

Responsibilities

The Chairperson should:

- Ensure that the Board adheres to the MFRC's bylaws and constitution
- Orient new Board Members and committee chairpersons to the Board
- Develop an annual plan of Board activities, in consultation with the Board
- Prepare the proposed agenda for Board meetings, with input from Board members and the Executive Director
- Chair meetings of the Board (the Vice Chair may substitute as required)
- Encourage Board Members to participate in meetings and other key activities
- Chair meetings of the Executive Committee (if the Board has such a committee)
- Ensure that all Board committees have a terms of reference and a chairperson
- Serve as an ex officio member of committees and attend their meetings as required
- Ensure there is a process to evaluate the Board's functioning, and the effectiveness of Board members, using measurable criteria
- Recognize Board members' contributions to the Board's work
- Act as one of the MFRC's signing officers for cheques and other documents, such as contracts and funding applications
- Play a leading role in supporting fundraising activities
- Act as a representative of the MFRC and spokesperson to the community, the media, and the MFRC's partners and funders
- Meet regularly with the Base / Wing CO and/or designate
- Prepare a report for the Annual General Meeting
- Ensure that the Executive Director receives a formal performance appraisal (usually annual)
- Facilitate succession planning for the Board
- Facilitate succession planning for the position of Board Chairperson, in particular, by acting as a mentor
- Orient the new Chairperson
- Act on behalf of the Board, as outlined in Board policy
- Perform other responsibilities assigned by the Board.



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Note: the Chairperson may choose to delegate some of these responsibilities but should ensure that these functions are fulfilled

Election and Term

The procedure for electing or appointing the Chairperson (e.g. by the membership at the AGM or by Board members following the AGM) should be outlined in the MFRC's bylaws, as should the Chairperson's term of office.

This material was adapted from *Developing Job Descriptions for Board Members of Nonprofit Organizations*, The Muttart Foundation: 1997



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Board Treasurer – Position Description

Note: This position description is designed to be customized by each MFRC, with input from the incumbent Treasurer. Alternately, it can be compared with the one currently used by the MFRC to ensure the MFRC’s document is comprehensive.

Authority / Responsibility

The MFRC’s bylaws and governance policies should outline the authority of the Board Treasurer, including the responsibilities associated with being a signing officer for the organization.

Major Duties

MFRC Boards have an Executive Director and an accountant or bookkeeper to manage day-to-day finances. The duties of the Treasurer should not interfere with the responsibilities of staff.

The Board Treasurer should:

- Oversee the financial functioning of the MFRC in partnership with the Executive Director (and Finance Committee, if one exists)
- Ensure that Board members are familiar with the MFRC’s sources of revenue, any restrictions of the use of funds, and how to read financial statements
- Present the MFRC’s budget to the Board for approval
- Present regular reports to the Board on the financial state of the MFRC
- Ensure that the MFRC has appropriate financial policies and procedures in place
- Chair the Finance Committee (if the Board has established such a committee)
- Liaise as required with the Fundraising Committee (if the Board has established such a committee)
- Act as a signing officer, with another officer or Executive Director, for cheques and other documents
- Keep accurate accounts of receipts and disbursements for Board-related expenses
- Ensure an annual independent audit by a designated Public Accountant
- Present the audited financial statement at the Annual General Meeting, and a motion that the membership approves the external auditors
- Ensure that required remittances and filings are made (e.g. statutory deductions, tax filings and annual return for registered charities)
- Serve on the Executive Committee (if the Board has one)
- Assist with succession planning by mentoring and orienting the new Treasurer

This material was adapted from *Developing Job Descriptions for Board Members of Nonprofit Organizations*, The Muttart Foundation: 1997



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Board Member Position Description

Note: This position description is designed to be customized by each MFRC. Alternately, it can be compared with the one currently used by the MFRC to ensure the MFRC's document is comprehensive.

Authority / Responsibility

The Board of Directors is the legal authority for the [name] MFRC. As a member of the Board, a Director acts in a position of trust on behalf of the local CF community and is responsible for the effective governance of the organization.

Requirements:

- Demonstrate commitment to the work of the MFRC, including a time commitment of approximately [x] hours per month
- Attend monthly Board meetings
- Prepare for and participate in the discussions and the deliberations of the Board.
- Declare any conflict of interest and abstain from participating in Board decisions when a conflict of interest exists
- Protect confidential information
- Be willing to participate actively on at least one committee
- Attend the Annual General Meeting
- Attend special events and fundraising events
- Be knowledgeable about the MFSP and the services provided by the MFRC
- Be aware of the Board's governance responsibilities (see below)

Major Duties

A Director is fully informed on organizational matters, and participates in the Board's deliberations and decisions on matters of policy, finance, human resources, services and advocacy. Acting collectively, Board members:

- ensure that they receive comprehensive orientation and training to assist them to fulfill their duties;
- establish long and short term goals, objectives and priorities for the MFRC in response to identified community and organizational needs and resources;
- ensure that appropriate policies are in place to address Board governance, and MFRC management, operations and services;
- govern the organization in accordance with the MFRC's bylaws, and policies approved by the Board;
- foster a positive working relationship with other Board members, MFRC staff, military and civilian partners, and the MFRC's funders;
- ensure that sufficient financial resources are available to carry out the MFRC's mission;
- approve the MFRC's budget and monitor expenditures against the budget;
- approve the hiring, and the release if necessary, of the Executive Director, including the Executive Director's compensation;



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- ensure the Board undertakes a formal performance appraisal of the Executive Director (usually annually);
- ensure that the MFRC and its services are well promoted;
- monitor and evaluate the effectiveness of the MFRC's services;
- demonstrate accountability to the community and to funders for services provided and funds expended;
- ensure that all legal requirements and operational standards are met;
- ensure that processes are in place to identify risks and implement strategies to address risks;
- monitor the effectiveness of the Board;
- plan Board succession, including mentoring Board members who may assume positions of increased responsibility.

Election and Term

Directors are elected by the membership at the Annual General Meeting and serve for a [specify] year term. Directors may be re-elected for [specify] additional term(s). Directors may be released before the end of their term by resigning or according to the terms of the MFRC's bylaws.

This material was adapted from *Developing Job Descriptions for Board Members of Nonprofit Organizations*, The Muttart Foundation: 1997



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Committee Chairperson – Position Description

Note: This position description is designed to be customized by each MFRC, with input from incumbent Committee Chairs. Alternately, it can be compared with the one currently used by the MFRC to ensure the MFRC’s document is comprehensive.

The Committee Chairperson should:

- Ensure that the committee has clear and complete terms of reference that have been approved by the MFRC Board
- Recruit an appropriate number of committee members to carry out the committee’s mandate (these may be Board members or other community members, as specified in the committee terms of reference)
- Orient members to the committee’s mandate
- Call committee meetings and develop proposed agendas with input from the members
- Chair committee meetings
- Encourage members to participate
- Keep discussion on topic by summarizing issues
- Recognize each member’s contribution to the committee’s work
- Delegate appropriate tasks to individual committee members
- Plan and evaluate the committee’s work with the help of the members
- Ensure meeting minutes and other relevant information are recorded and filed
- Report the committee’s progress to the Board of Directors on a regular basis
- If the committee is a standing (i.e. ongoing) committee of the Board, assist with succession planning and orient the new Board committee Chairperson, if required

This material was adapted from *Developing Job Descriptions for Board Members of Nonprofit Organizations*, The Muttart Foundation: 1997



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Local Commander's Representative (Military OPI) On MFRC Board Of Directors - Position Description

In accordance with the MOU between the DND and the MFRC's Board of Directors, a representative of the local CO must be a member of the MFRC Board. This person, who is appointed by the CO, is known as the Military OPI (Military Office of Primary Interest).

The Military OPI fosters the partnership between the CF and the MFRC and facilitates communication between the Board and the local CO. He/she is an ex-officio member of the Board (i.e. does not have voting privileges).

An effective Military OPI contributes greatly to the success of the MFRC. The Military OPI should be genuinely committed to the goals of the MFSP and not see the appointment simply as a secondary duty. He/she should be able to devote time and effort to the Board.

The Military OPI should have a thorough understanding of military family life with its inherent characteristics and stressors. Knowledge of local community issues and concerns is also important. Personal suitability should be considered, as good negotiation and mediation skills, as well as tact and discretion, are essential. Prior experience as a Board member on a not-for-profit Board is an asset.

The Military OPI should facilitate the exchange of information and ideas between the military and the Board and promote mutual respect.

The appointee would normally be of the Major rank and not hold a position on the Base where conflict of interest could be construed or where he/she would otherwise be involved with the Board in an advisory, consultative capacity.

It is recommended that the Board develop a formal terms of reference for the position of Military OPI. The position usually includes:

- interpreting to the Board the local CO's ideas and concerns regarding various issues;
- briefing the CO on the Board's decisions and plans;
- assisting the Board to obtain the CO's signature on the MOU, the MFSP Funding Application and the Service Delivery Agreement;
- arranging four meetings annually between the MFRC Board Chair, Executive Director and the CO;
- facilitating the procurement of goods and services from the Base, in accordance with the Supplemental Agreement between the base and the MFRC; and
- ensuring that Board members have a working knowledge of the military system (i.e. military terminology, chain of command, military duties, base operations, etc.)



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Board Member Agreement Form

One way to be sure that everyone on the Board is clear on his or her responsibilities is to adopt a “Board Member Agreement.” The discussion the Board has about what to put in its Agreement is valuable itself and this sample may help you get started.

I, _____ understand that as a member of the Board of Directors of _____ MFRC, I have a legal and moral responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of _____ MFRC, and I will act responsibly and prudently as its steward.

As part of my responsibilities as a Board member:

- I will regularly attend Board meetings, committee meetings, and special events.
- I will actively participate in fundraising activities.
- I will represent the MFRC when requested by the Board.
- I will interpret the MFRC’s work and values to the community.
- I will stay informed about what’s going on in the MFRC. I will ask questions and request information from the Board Chair and Executive Director.
- I will participate in and take responsibility for making decisions on issues and policies related to governance of the MFRC.
- I will act in the best interests of the organization, and declare any conflict of interest, excusing myself from discussions and votes where I have a conflict of interest.
- I will protect confidential information.
- I will work in good faith with staff and other Board members as partners towards the achievement of our goals.
- I am fiscally responsible, with other Board members, for the MFRC. I will take an active part in reviewing, approving, and monitoring the budget and fund-raising to meet it.
- I am legally responsible, along with other Board members, for the MFRC. I will become familiar with the MFRC’s policies and will monitor its services and operations.
- I am familiar with the bylaws and governance policies of the MFRC.
- I will become familiar with the MFRC’s risk management plan and will prudently address risks associated with the MFRC’s work.

If I don’t fulfill these commitments to the MFRC, I will expect the Board Chairperson to call me and discuss my responsibilities with me.

In turn, the _____ MFRC will be responsible to me in several ways:

- I will be provided with orientation about the MFSP, the MFRC and the local CF community.
- I will receive training on my governance responsibilities as a Board member and will receive opportunities for development.
- I will be provided with timely notice of meetings and documentation in advance of meetings to assist me to prepare adequately.
- I will be provided with regular financial reports and updates of organizational activities.



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- Opportunities will be offered to Board members to discuss with the Executive Director and the Board Chairperson the MFRC's goals, services and activities, and status; additionally, I can request such opportunities.
- The MFRC will help me perform my duties by keeping me informed about issues in the field in which we are working.
- Board members and staff will respond in a straightforward fashion to questions I have that I feel are necessary to carry out my fiscal, legal and moral responsibilities to the MFRC. Board members and staff will work in good faith with me towards achievement of our goals.

If the organization does not fulfill its commitments to me, I can call on the Board Chairperson and Executive Director to discuss these responsibilities.

Date: _____

Signed:

Member, Board of Directors

Chairperson, Board of Directors

Have the Board Chairperson sign two copies of this Agreement, and ask new Board members to sign them, return one copy to the Board Chairperson, and keep the other for reference.

Adapted from Board Café



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Military Family Services Program

– Glossary of Terms and Acronyms

Advisory Committee

Out-of-country Military Family Resource Centres have Advisory Committees comprised of members of the local CF community.

ASU **Area Support Unit**

Board of Directors

Military Family Resource Centres in Canada are governed by Boards of Directors that must be comprised of at least 51% civilian family members of full-time serving CF personnel.

Canadian Code for Volunteer Involvement

A comprehensive code developed by Volunteer Canada and adopted by the Military Family Services Program as a standard for C/MFRCs.

CA NMR **Canadian National Military Representative**

The CA NMR is responsible for Canadian Military Family Resource Centres in Europe and the United Kingdom.

CANFORGEN **Canadian Forces General Directive**

CDS **Chief of the Defence Staff**

CF **Canadian Forces**

CFAO **Canadian Forces Administrative Order**

CFB **Canadian Forces Base**

CFPSA **Canadian Forces Personnel Support Agency**
[DGPFS as of May 2008, see below]

Clark Report **Follow-up Program Evaluation Study Report on the MFSP**

Dr. Clark (from CRS) did an evaluation of the MFSP in 2000/2001 involving consultation with Command, Base and Wing staffs, DMFS, MFRC Board and staff members, and CF family members. A final report was released in July 2002.



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C/MFRC	Canadian/Military Family Resource Centre Term used to denote both in-Canada and out-of-country Military Family Resource Centres.
CMFRC	Canadian Military Family Resource Centre MFRCs located outside of Canada; they are not incorporated
CO	Commanding Officer
CMP	Chief Military Personnel
CRS	Chief of Review Services
DAOD	Defence Administrative Order and Directive
Deployment	The relocation of forces to areas of CF operations (i.e. Afghanistan, etc.)
DGPFSS	Director General Personnel and Family Support Services Mission is to provide effective and responsive personnel and family support services to CF members and their families, thus contributing to the operational readiness and effectiveness of the Canadian Forces
DMFS	Director Military Family Services On behalf of Chief Military Personnel and through DGPFSS, DMFS is the responsible authority for effective, responsive and coordinated CF family services and CF family policy.
DND	Department of National Defence
DQOL	Director Quality of Life
ECS	Environmental Chief of Staff
ED	MFRC Executive Director (The senior staff member at a CMFRC in Europe is known as the Director.)



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Familyforce.Ca Website

A single point of entry web site for all military families to virtually access Canadian/Military Family Resource Centres and to obtain consistent, standardized national resources and information.

Family Information Line

The Family Information Line is an expanded service that builds on the former Mission Information Line originally set up to give CF families deployment information. This expanded service will now offer information, support and referral services to all CF families, irrespective of whether a family's loved one is deployed or not.

FRP Canada Canadian Association of Family Resource Programs
www.frp.ca**Mandated Services**

Publicly-funded MFSP services provided by C/MFRCs for CF families.

MFSP Military Family Services Program

The MFSP is delivered primarily through Canadian/Military Family Resource Centres.

MFRC Military Family Resource Centre

MFRCs are community-based incorporated organizations with Boards of Directors that must be comprised of at least 51% civilian family members of full-time serving CF personnel.

Military OPI The Military OPI is the local Commander's representative on the Board of Directors.
(OPI means Office of Primary Interest)**MOU Memorandum of Understanding**

MFRCs are funded through an MOU between DND and each MFRC

NDHQ National Defence Headquarters**NMFC National Military Family Council**

An advisory council that provides a voice for military families through Director Quality of Life to the senior leadership of the CF.



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Nominal Roll A list of CF members on each Base/Wing/Station/Detachment/ Unit who are posted or deployed. Access to this list enables MFRCs to welcome new families, provide information on MFRC services and offer deployment support to families.

NPF **Non-Public Funds**
Monies administered by or through base funds, messes, SISIP, CANEX and other non-public activities, and received for or contributed to or by, CF members and their families for their collective benefit and welfare.

NPP **Non-Public Property**

OLA **Official Languages Act**

OPI **Office of Primary Interest**
The term is used to indicate the person in charge or responsible for an initiative.

Parameters for Practice
Document produced by DMFS that outlines MFSP philosophical framework, structure and accountability, program standards, service model and service policies, and funding process.

Privacy Code Code developed for the MFSP to protect personal information about CF members and their families that is provided to or collected by MFRCs.

PSP Division **Personnel Support Programs**
PSP Division, DGPFS is responsible for programs and services designed to contribute to the morale, well being and efficiency of CF personnel and their families, and which are normally supported by both public and non-public resources. PSP include: messes and service clubs, physical education and recreation, health promotion, military family services, etc.

Reg Force **Regular Force**

Reserve **Reserve Force**

SCO **Senior Canadian Officer**
The Commanding Officer with authority and responsibility at that CF location.

SCONDVA **Standing Committee on National Defence and Veterans Affairs**
A review in 1997-98 by SCONDVA of CF quality of life led to increased funding for MFSP services.

Service Categories
MFSP mandated services are grouped into four service categories.



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Service Components

The MFSP mandated services within each service category

Site-Specific Services

C/MFRCs services that meet the unique needs of the local community but are not funded by DMFS.

SDA

Service Delivery Agreement

Outlines the mandated services to be provided by the C/MFRC with public funds provided through DMFS.

SLA

Service Level Agreement

SLA is the document that defines and delineates the roles and responsibilities of the various MFSP stakeholders and the resources available in support of the MFSP in Europe, the United Kingdom and the United States.

Supplemental Agreement

Outlines the facilities, services, materiel and local funding to be provided to the MFRC by the local Commanding Officer; and the site- specific services to be provided by the MFRC

SLT

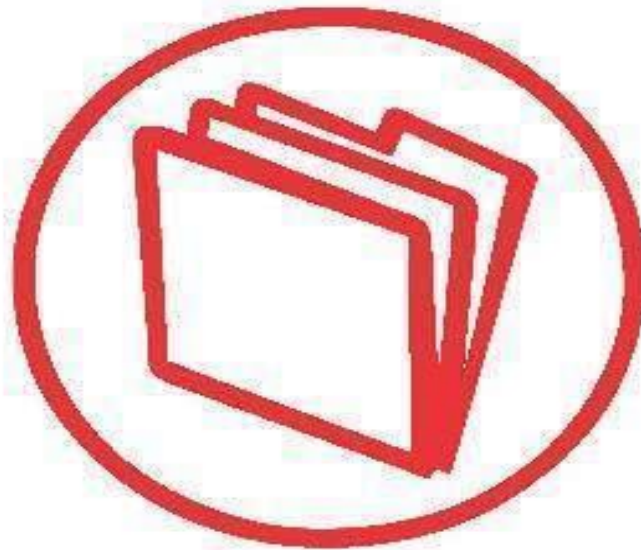
Second Language Training

VCDS

Vice Chief Defence Staff



4



Materials to Support Training on Board Governance



Part IV – Materials to Support Training on Board

Governance

Canadian Web Sites on Board Development

Introduction

The following list includes key Canadian web sites that can be consulted for general resources to support Board development. Click on the highlighted headings to access the sites.

On Line Board Training

[Mentoring Canada](#)

[The Fundamentals of Effective Board Involvement](#) is an online course designed by Big Brothers Big Sisters of Canada. It explores the roles, responsibilities and liabilities associated with being a Board member.

Articles and Tools – Board Development

[Alberta Community Development](#)

[Building Strong Communities – Resources](#) includes:

- **Board Development Newsletter** that features a variety of useful topics that are available in pdf format (5 -10 pages).
- **Board Development Workbooks** that are available in pdf format (100 + pages) on developing Board job descriptions; recruiting and developing Board members; developing and revising bylaws; hiring and performance appraisal of the ED; and Board financial responsibilities.
- **Working in Partnership - Recipes for Success**, a kit that addresses both basic and comprehensive issues associated with partnering.
- **The Technology Toolkit**, that covers a range of information technology issues such as whether to “Upgrade or Replace”, “Internet Connection Speed” and “Anti-Virus Tips”. Available in pdf format.

[Authenticity Consulting](#)

A website full of practical resources/library to use for non-profit Board.

[Board Development](#)

Maintained by [United Way of Canada](#), this website provides an extensive range of Board development resources that aim to raise awareness about accountability and governance in the Canadian voluntary sector. Highlights include "The Board's Role", "The Importance of Board Governance", and "The Components of Board Governance."



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[Board Source](#)

This site offers information and tools on Board governance, including Board assessment, governance basics, Board models, bylaws and governance policies.

[Charity Village](#)

The Research Library offers downloadable articles on issues of interest to nonprofits, including Board governance.

[Canadian Outcomes Research Institute \(CORI\)](#)

Offers resources to assist nonprofit human services organizations to become outcome-oriented. Includes outcome planning tools, change management tools, survey writing tools, and measurement planning tools.

[Canadian Society of Association Executives](#)

“CSAE members have unlimited access to our resource library. Here you'll find an extensive collection of archived articles, organized into seven professional interest sections and covering a wide spectrum of issues relevant to the not-for-profit sector. Along with these articles you can also find information on the latest best practices, as well as tools and templates that can be modified and applied within your own organization.”

[Centre for Nonprofit Management](#)

Aims to enhance the ability of nonprofit organizations to manage and govern themselves by offering consultations and training, as well as prepared resources and materials.

[CentrePoint – Calgary Centre for Non-Profit Management](#)

This site offers various links for volunteers and board resources.

[Institute on Governance](#)

This site offers information and tools on Board governance, including Board assessment, governance basics, Board models, bylaws and governance policies.

[Nonprofit Sector Leadership Program](#)

This site on Governance and Board Development, sponsored by Dalhousie University's Nonprofit Sector Leadership Program, includes articles, sample policies and FAQs on common Board situations. The section on Good Practices and Standards includes links to key resources.

[TOTAL Non Profit Resources](#)

The [Resource Library](#) covers topics on Board Development, Governance, Evaluation, Planning, Fund Raising, Human Resources, Charity Law and Legal Issues, Media and Public Relations, and Volunteer Management and is a project of [Volunteer Hamilton](#).



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[Voluntary Sector Knowledge Network](#)

The site enables you to go directly to the best information on the topic that is available on the Internet or find the best books and articles. Topic headings include: Leadership and Governance; Community and Government Relations; Fundraising; Financial Management; Accountability and Evaluation; Managing People; and Information Technology.

[Sites on the Voluntary Sector in Canada](#)

[Imagine Canada](#)

The Canadian Centre for Philanthropy and the Coalition of National Voluntary Organizations (NVO) came together to create Imagine Canada, a new organization to support Canada's charities, nonprofit organizations and socially conscious businesses. Information includes key statistics on charitable giving and volunteering in Canada.

[NonprofitsCan.ca](#)

Maintained by Imagine Canada, the web site features published and in progress research on topics of interest to voluntary sector organizations

[Voluntary Sector Initiative \(VSI\)](#)

The site includes documents and research related to the Voluntary Sector Initiative, a joint initiative to strengthen the capacity of the voluntary sector and to enhance the relationship between the Sector and the Government of Canada. Has useful resources for Boards.

[Voluntary Sector Forum](#)

The mandate of the Voluntary Sector Forum is to provide pan-Canadian leadership and coordination in the voluntary sector, on horizontal, sector-wide issues. The site includes resources on advocacy, financing and liability.

[Volunteer BC](#)

A - Z Directory for Board Governance: Created by Volunteer BC, this directory offers articles and links to other resources related to every stage of board development, from choosing your first directors to dealing with a mature board.

[Volunteer Canada](#)

The site contains information and resources for volunteers and those who work with them, as well as information about volunteerism in Canada.



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Additional Resources for Board Chairs

A Checklist for Success as a Board Chair

Custom Development Solutions, Inc.

http://www.cdsfunds.com/a_checklist_for_success_as_a_board_chair.html

Board Chair—Making Your Mark

CompassPoint Non Profit Services

<http://www.compasspoint.org/boardcafe/details.php?id=3>

Board Member's Companion: Management

Don Watson

<http://www.bcompanion.com/>

Building a Stronger, More Effective Board

Custom Development Solutions

http://www.cdsfunds.com/building_a_stronger_more_effective_board.html

Building Effective Nonprofit Boards

BoardSource

<http://www.boardsource.org/>

Effective Organizations Call for Effective Chairs

Community Development (Province of Alberta)

<http://www.culture.alberta.ca/communitydevelopment/buildingcapacity.aspx>

Role of the Chair of the Board (FAQs on relationship with Executive Director)

Non-Profit Sector Leadership Program (Governance and Board Development)

<http://collegeofcontinuinged.dal.ca/Continuing%20Management%20Education/Non-Profit%20Sector%20Leadership/>

Suggestions to Enhance Working Relationship Between Board Chair and Chief Executive

Free Management Library

http://www.mapnp.org/library/chf_exec/ed_chair.htm



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Sustaining Healthy Boards

Community Development (Province of Alberta)

<http://www.culture.alberta.ca/communitydevelopment/buildingcapacity.aspx>

Organizational Development

The perspectives and lessons of a number of nonprofit leaders who have been engaged in OD work over the long term. Includes a description of the components of effective organizations

<http://www.mrbf.org/resource.aspx?catId=3>

How to Motivate Board Members

What to Do with Board Members Who Don't Do Anything

<http://www.juniorlinks.com/fundraising/fullView.cfm?aid=404>

Why Boards Micro-Manage and How to Get Them to Stop

Help 4 Nonprofits and Tribes Institute

http://www.help4nonprofits.com/NP_Bd_MicroManage_Art.htm

Institute on Governance

Board Selection Process

<http://iog.ca/en/knowledge-areas/board-organizational-governance/strengthening-board-governance>

Responsibility and Accountability

What the Boards need to know

<http://iog.ca/en/knowledge-areas/modernizing-government/accountability-and-performance-management>



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Additional Resources for Board Treasurers

Basic information on the Board's role in financial management and fundraising is included in the document Board Training – Web-based Resources under:

- Financial Management and Fundraising (Introductory Resources)
- Financial Management (Supplementary Resources)
- Fundraising (Supplementary Resources)

This document provides links to more specialized web-based articles and tools on financial management and fundraising that may be of interest to the Board Treasurer. Keep in mind that material from American sites may not be applicable to Canada.

Financial Management

Financial Management

Cowperthwaite Mehta Chartered Accountants

<http://187gerrard.com/2010/07/financial-management-check-list/>

A Board-Staff “Contract” for Financial Accountability

Board Café

<http://www.compasspoint.org/boardcafe/details.php?id=30>

Basic Guide to Non-Profit Financial Management

Management Assistance Program for Non-Profits

http://www.managementhelp.org/finance/np_fnce/np_fnce.htm

Fundraising

Ethical Fundraising Code

<http://www.operationcomehome.ca/PDF/Ethical%20Fundraising%20and%20Financial%20Accountability%20Code.pdf>

Internal Auditing

The audit committee: A not-for-profit organization's untapped resource

Grant Thornton LLP

<http://www.granthornton.ca/resources/insights/Internal%20audit%20services%20for%20today's%20business%20environment.pdf>



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INTRODUCTION

This document provides links to web-based articles and tools on topics related to Board governance. These resources may be used for self-study by individual Board members, as handouts for Board members, or to prepare Board training sessions.

Two lists of resources are provided below: one covers topics that should be addressed in “basic” Board training; the other list includes supplementary Board training topics and, in some cases, more complex material on introductory topics.

There are separate lists of additional web-based resources for Board Chairs and Treasurers.

BASIC / INTRODUCTORY TOPICS

Accountability and Governance (Introductory Resources)

Accountability (sample policy)

Non-Profit Sector Leadership Program (Governance and Board Development)

http://collegeofcontinuinged.dal.ca/Files/NP_External_Accountability.pdf

Achieving Balance and Maintaining Accountability

Foundation News and Commentary (Board Governance)

<http://www.foundationnews.org/CME/article.cfm?ID=3492>

Board Accountabilities

Mentoring Canada (Fundamentals of Effective Board Involvement)

http://www.mentoringcanada.ca/training/boards/modules/3_index.html

Eight Characteristics of an Accountable Non-Profit

Total Non Profit Resources (Resource Library)

http://resources.tnpr.ca/TopicAssets/1000/eight_characteristics_of_an_accountable_nonprofit.doc

Strengthening Board Governance

Institute on Governance (Board Governance)

<http://iog.ca/en/knowledge-areas/board-organizational-governance/strengthening-board-governance>

Governance and Developing Your Board of Directors

Voluntary Sector Knowledge Network

http://66.51.167.38/lead/gov_struct.htm



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Governance Do's and Don'ts: Practical Lessons From Case Studies On Twenty Canadian Non-Profits

Executive Summary

Institute on Governance

<http://www.synergyassociates.ca/publications/GovernanceExecutiveSummary.htm>

Governance Models: What's Right for Your Organization?

Synergy Associates Inc.

<http://www.synergyassociates.ca/publications/GovernanceModels.htm>

A Handbook of NGO Governance

Central and Eastern European Working Group on Nonprofit Governance

http://www.icnl.org/knowledge/pubs/Governance_Handbook.pdf

Chapter 1 (excerpts): Primer for Directors of Not-for-Profit Corporations

Industry Canada

Accountability

<http://strategis.ic.gc.ca/epic/internet/incilp-pdci.nsf/en/c100691e.html#5>

Quick Overview of Governance Models/Board Types

Synergy Associates Inc.

<http://www.synergyassociates.ca/publications/OverviewGovernanceModels.htm>

Strengthening Board Governance

Institute on Governance

<http://iog.ca/en/knowledge-areas/board-organizational-governance/strengthening-board-governance>

General Definitions: Stakeholders and Accountability

Institute on Governance (Board Governance)

<http://iog.ca/en/about-us/governance/general-definitions>

Foundations of Governance for Public Institutions

Institute on Governance (Board Governance)

<http://iog.ca/en/learning-centre/courses/foundations-of-governance-public-institutions>

Board Governance – Major Areas of Responsibility

Accountable for What? (see three pop-up windows)

Mentoring Canada (Fundamentals of Effective Board Involvement)

http://www.mentoringcanada.ca/training/boards/modules/3_accountable_for_what.html



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Basic Role of the Board

Institute on Governance (Board Governance)

<http://iog.ca/en/knowledge-areas/board-organizational-governance/basic-role-of-board>



Board of Directors and Its Role

Charity Village

<http://www.charityvillage.com/cv/research/rbod.html>

National Study of Board Governance Practices

Strategic Leverage Partners Inc.

<http://www.cvsrd.org/eng/docs/Policy%20and%20Practice/National%20Study%20of%20Board%20Governance.pdf>

Board Governance: When Does It Become Director's Negligence?

Canadian Bar Association/Ontario Bar Association

<http://www.carters.ca/pub/article/charity/2004/djb0414.pdf>

The Fundamentals of Effective Board Involvement

Mentoring Canada

<http://www.mentoringcanada.ca/training/Boards/>

Board Responsibilities and Planning

Board Development

http://www.boarddevelopment.org/en/1/member_responsibilities.aspx

The CompassPoint Model for Board Governance and Support

CompassPoint Nonprofit Services

<http://www.compasspoint.org/boardcafe/details.php?id=27>

The Consent Agenda: A Tool for Improving Governance

Board Source

http://www.boardsource.org/dl.asp?document_id=484

Governance Basics

Institute on Governance

<http://www.boarddevelopment.org/en/1/essentials.aspx>

Importance of Board Governance

Board Development

<http://www.boarddevelopment.org/en/1/models.aspx>

Components of Board Development

Board Development

<http://www.boarddevelopment.org/en/1/components.aspx>

Roles and Responsibilities of Not-for-Profit Boards

Community Development (Province of Alberta)

Resource Centre for Voluntary Organizations (Newsletter)



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http://www.rcvo.org/media/793/BD_roles.pdf

What are the Basic Responsibilities of Nonprofit Boards?

Board Source (Nonprofit Essentials)

<http://www.boardsource.org/Knowledge.asp?ID=3.368>

Board Models

Governance Models – Policy Board (see pop-up window)

Mentoring Canada (Fundamentals of Effective Board Involvement)

http://www.mentoringcanada.ca/training/boards/modules/2_governance_models.html

Board / Staff Roles and Relationships

Board – Executive Director Relationship

Non-Profit Sector Leadership Program (Governance and Board Development)

http://collegeofcontinuinged.dal.ca/Files/NP_Exec_Director_Evaluation_Policy.pdf

Board Member’s Companion: Leadership

Don Watson

<http://www.bcompanion.com/>

Clear Separation of Board/CEO Role

Santa Clara University

<http://www.scu.edu/ethics/practicing/focusareas/business/best-board-practices.html>

Good Governance and Board/Staff Relations

Charity Village (Article)

<http://www.charityvillage.com/cv/research/rbod18.html>

How to Effectively Present Information to Your Board of Directors

Custom Development Solutions

http://www.cdsfunds.com/presenting_information_to_your_board_of_directors.html

Stop Micro-Managing

Charity Village (Article)

<http://www.charityvillage.com/cv/research/rbod2.html>

Strengthening Your Board/Staff Partnership

Board Source

<http://www.boardsource.org/Workshops.asp?ID=40.380>



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What is Micro-Management and What Isn't?

CompassPoint Non Profit Services

<http://www.compasspoint.org/boardcafe/details.php?id=12>

Committees

Committees

Mentoring Canada (Fundamentals of Effective Board Involvement)

http://www.mentoringcanada.ca/training/boards/modules/4_committees.html

Chapter 5: Committees

Primer for Directors of Not-for-Profit Corporations

Industry Canada

<http://strategis.ic.gc.ca/epic/internet/incilp-pdci.nsf/en/c100695e.html>

Effective Committees

Ontario Ministry of Agriculture and Food

<http://www.omafra.gov.on.ca/english/rural/facts/94-015.htm>

Purpose of Committees

Board Development

<http://www.boarddevelopment.org/en/1/committees.aspx>

Governance Committees: A Positive Trend on Nonprofit Boards

CompassPoint Nonprofit Services

<http://www.compasspoint.org/boardcafe/details.php?id=23>

Should we form a Board Committee?

Non-Profit Sector Leadership Program (Governance and Board Development)

http://collegeofcontinuinged.dal.ca/Files/NP_ShouldWeFormaBoardCommittee.pdf

Confidentiality

Military Family Services Program Parameters for Practice: Privacy Code for Military Family Services Program

https://www.cfpsa.com/en/psp/dmfs/pdfs/parameters_e.pdf



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Conflict of Interest

Conflict of Interest Policy I

Non-Profit Sector Leadership Program (Governance and Board Development)

<http://its.dal.ca/policies/5.1.4-conflict-of-interest.pdf>

Conflicted about Conflict of Interest?

Charity Village (Article)

<http://www.charityvillage.com/cv/research/reth8.html>

Crush Conflict of Interest (Exercise)

Mentoring Canada (Fundamentals of Effective Board Involvement)

http://www.mentoringcanada.ca/training/boards/modules/3_exercise_crush_conflict.html

How do we safeguard against conflict of interest?

Board Source (Nonprofit Essentials)

<http://www.boardsource.org/Knowledge.asp?ID=3.389>

Sample Conflict of Interest Policy

CompassPoint Nonprofit Services

<http://www.compasspoint.org/boardcafe/details.php?id=14>

What goes in a conflict of interest policy?

The Nonprofit FAQ

<http://nccsdataweb.urban.org/PubApps/nonprofitfaq.php?i=29&c=9>

Financial Management and Fundraising (Introductory Resources)

Board Accountabilities: Fiscal Duties

Mentoring Canada (Fundamentals of Effective Board Involvement)

http://www.mentoringcanada.ca/training/Boards/modules/3_fiscal_duties.html

The Board's Role in Fundraising

Total Non Profit Resources (Resource Library)

<http://resources.tnpr.ca/fmiportal.asp?WCI=ViewCategory&WCE=53&WCU=7&x=>

Examining the Board's Role in Fundraising

Charity Village (Article)

<http://www.charityvillage.com/cv/archive/acov/acov02/acov0211.html>

Financial Responsibilities of Not-for-Profit Boards

Charity Village (Article)

<http://www.charityvillage.com/cv/research/rbod11.html>



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Fundraising Ideas that Work for Grassroots Groups

Canadian Heritage

<http://www.nald.ca/library/research/heritage/compartne/fr4gras1.htm>

Making the Most of Web and Email to Raise More Money Online

Groundspring.org

<http://www.groundspring.org/techniques/groundspring-handbook.pdf>

Resolving the Fundraising Board/Staff Conflict

Charity Village (Article)

<http://www.charityvillage.com/cv/research/rbod1.html>

To ensure the financial health of the organization

Board Development

http://www.boarddevelopment.org/en/1/financial_responsibilities.aspx

Understanding Financial Statements

Decide with Confidence

<http://www.dnb.ca/understanding-financial-statements.html>

Note: For additional resources, see the supplementary list below and the Board Treasurer Resource List.

Legal Issues and Risk Management (Introductory Resources)

Directors' Liability: A Discussion Paper

Volunteer Canada

<http://www.volunteer.ca/files/LiabilityEng.pdf>

Directors and Officers Liability Insurance: An Overview

Charity Village (Article)

<http://www.charityvillage.com/cv/research/rbod8.html>

Legal Issues

Board Development

http://www.boarddevelopment.org/en/1/legal_issues.aspx

Legal Responsibilities of Boards

Nonprofit Sector Leadership Program (Governance and Board Development)

http://collegeofcontinuinged.dal.ca/Files/NP_LegalResponsibilitiesofBoards.pdf

Risk Management: A Guide to Nonprofit and Charitable Organizations

Prince Albert & District Chamber of Commerce

http://www.epls.ca/webresources/Imagine_Canada_risk_management_for_non-profits.pdf



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Volunteer Board Members Have Legal Liabilities

Charity Village (Article)

<http://www.charityvillage.com/cv/research/rbod4.html>

What are the Legal Responsibilities of Nonprofit Boards?

Board Source (Nonprofit Essentials)

<http://www.boardsource.org/Knowledge.asp?ID=3.364>

Meeting Management

Critical Path for the Board

CompassPoint Nonprofit Services

<http://www.compasspoint.org/boardcafe/details.php?id=94>

Effective Board Meetings

Voluntary Sector Knowledge Network (Leadership)

<http://www.vskn.ca/index.php?page/view/f64614f4-915b-102c-8f81-19d5e4f626d7>

Ensuring Successful Meetings

Total Non Profit Resources (Resource Library)

<http://resources.tnpr.ca/fmiportal.asp?WCI=ViewCategory&WCE=68&WCU=8&x=>

Is That Any Way to Run a Meeting?

Charity Village (Article)

<http://www.charityvillage.com/cv/research/rbod5.html>

Meetings

Mentoring Canada (Fundamentals of Effective Board Involvement)

http://www.mentoringcanada.ca/training/boards/modules/4_meetings.html

Meeting Malady (exercise)

Mentoring Canada (Fundamentals of Effective Board Involvement)

http://www.mentoringcanada.ca/training/boards/modules/4_exercise_meetings.html

Meetings Management

Board Development

http://www.boarddevelopment.org/en/1/meeting_procedures.aspx

Improving Boards and Board Meetings

Lessons in Lifemanship Improving Boards and Board Meetings

<http://bbl.com/ch37.html>



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Meetings That Work

Community Development (Province of Alberta)
Resource Centre for Voluntary Organizations (Newsletter)
<http://www.culture.alberta.ca/bdp/bulletins/MeetNws.pdf>

Should the Board Hold Executive Sessions?

CompassPoint Nonprofit Services
<http://www.compasspoint.org/boardcafe/details.php?id=88>

Ten Proven Ideas for Better Board Meetings

Nonprofit Sector Leadership Program (Governance and Board Development)
<http://collegeofcontinuinged.dal.ca/Files/TenProvenIdeasForBetterMeetings.pdf>

Ten Quick Ways to Improve Board Meetings

CompassPoint Nonprofit Services
<http://www.compasspoint.org/boardcafe/details.php?id=16>

Note: for resources related to the role of the Board Chair, see the separate document, Board Chair Resource List.

Policy Development

A Community Tool Box Overview and Gateway to Tools

Community Tool Box (Promoting community health and development by connecting people, ideas and resources—vast array of resources available)
http://ctb.ku.edu/en/tablecontents/sub_section_main_1810.aspx

Core Governing Policies List

College of Continuing Education
http://collegeofcontinuinged.dal.ca/Files/NP_Core_Governing_Policies.pdf

Sample Governance Policies

Great Boards
<http://www.greatboards.org/resources/>

What's the Difference? Policies vs By-Laws

Institute on Governance
<http://iog.ca/en/knowledge-areas/board-organizational-governance/bylaws-and-policies>



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Position Descriptions – Board Members

Developing Job Descriptions for Board Members of Nonprofit Organizations

Community Development (Province of Alberta)

http://culture.alberta.ca/bdp/workbooks/Developing_Job_Descriptions09.pdf

Executive Officers

Mentoring Canada (Fundamentals of Effective Board Involvement)

http://www.mentoringcanada.ca/training/boards/modules/4_executive_officers.html

Job Descriptions

Mentoring Canada (Fundamentals of Effective Board Involvement)

http://www.mentoringcanada.ca/training/boards/modules/4_job_descriptions.html

Role of a Board Member

Mentoring Canada (Fundamentals of Effective Board Involvement)

http://www.mentoringcanada.ca/training/boards/modules/2_indiv_member_role.html

Sample Job Description, Board Member (Director)

Board Development

http://www.boarddevelopment.org/en/1/job_descriptions.aspx

What is the Job Description of a Board Chair?

Board Source (Nonprofit Essentials)

<http://www.boardsource.org/Knowledge.asp?ID=3.366>

What is the Job Description of a Board Vice-Chair?

Board Source (Nonprofit Essentials)

<http://www.boardsource.org/Knowledge.asp?ID=3.374>

What is the Job Description of a Board Secretary?

Board Source (Nonprofit Essentials)

<http://www.boardsource.org/Knowledge.asp?ID=3.372>

What is the Job Description of a Board Treasurer?

Board Source (Nonprofit Essentials)

<http://www.boardsource.org/Knowledge.asp?ID=3.373>

What are Job Descriptions of Board Members?

Idealist.org—Action Without Borders

<http://nccsdataweb.urban.org/PubApps/nonprofitfaq.php?i=2&c=3>



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SUPPLEMENTARY TOPICS AND MATERIALS

Accountability (Supplementary Resources)

Accountability and Standards

Voluntary Sector Knowledge Network

<http://www.vskn.ca/index.php?page/view/7a42ea94-99f8-102c-9be5-5d742e882213>

A Discussion Paper on Board Accountability

Volunteer Action

[http://www.ufv.ca/Assets/BC+Centres+\(CRIM\)/Non-](http://www.ufv.ca/Assets/BC+Centres+(CRIM)/Non-)

[Profit+Development/Articles/Board+Governance+and+Leadership/A+Discussion+Paper.pdf](http://www.ufv.ca/Assets/BC+Centres+(CRIM)/Non-Profit+Development/Articles/Board+Governance+and+Leadership/A+Discussion+Paper.pdf)

Resources for Accountability and Financial Management in the Voluntary Sector

Voluntary Sector Initiative

http://www.vsi-isbc.org/eng/funding/financial_guide/resources_english.pdf

Advocacy

Advocacy on the Agenda: Preparing voluntary boards for public policy participation

Volunteer Canada

<http://volunteer.ca/files/boardadvocacymanual.pdf>

Participating in Federal Public Policy: A Guide for the Voluntary Sector

Voluntary Sector Initiative

http://www.vsi-isbc.org/eng/policy/policy_guide/index.cfm

Resources and Links

Canadian Evaluation Society Project in Support of Advocacy and Professional Development

<http://consultation.evaluationcanada.ca/resources.htm>

Board Evaluation

Board Assessment and Ethical Governance

Charity Village (Article)

<http://www.charityvillage.com/cv/research/rbod16.html>

Board Evaluation

Mentoring Canada (Fundamentals of Effective Board Involvement)

http://www.mentoringcanada.ca/training/boards/modules/5_board_evaluation.html



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Building an Effective Board of Directors

Create the Future.Com

<http://www.createthefuture.com/Board%20of%20Directors.htm>

Board Self-Evaluation Checklist

Total Non Profit Resources (Resource Library)

http://resources.tnpr.ca/TopicAssets/1000/checklist_to_evaluate_a_board_of_directors.doc

Board Self-Evaluation Form

Dalhousie University

http://collegeofcontinuinged.dal.ca/Files/NP_Board_SelfEval_Tool.pdf

Governance Effectiveness “Quick Check”

Institute on Governance

[http://www.soakitupspeaking.com/userfiles/file/The%20Governance%20Effectiveness%20Quick%20Check\(2\).doc](http://www.soakitupspeaking.com/userfiles/file/The%20Governance%20Effectiveness%20Quick%20Check(2).doc)

Five Things One Board Member Can Do to Raise \$100 to \$5,000

CompassPoint Nonprofit Services

<http://www.compasspoint.org/boardcafe/details.php?id=70>

How Good is Our Board? How Board Evaluations Can Improve Governance

Institute on Governance

<http://iog.ca/sites/iog/files/policybrief25.pdf>

The Importance of Board Self-Assessment

GoBlog

<http://samuraisinting.blogspot.com/2007/03/importance-of-board-self-assessment.html>

Linking Board Performance to Organizational Effectiveness

The Midwest Center for Nonprofit Leadership

<http://www.synergyassociates.ca/publications/LinkingBoardPerformance.htm>

Linking Good Governance to Organizational Effectiveness: The Governance Self-Assessment Checklist

(GSAC)

Center for Research on Community Services

<http://www.synergyassociates.ca/publications/GSAC.htm>

Self-Assessment for the Board

CompassPoint Nonprofit Services

<http://www.compasspoint.org/board-cafe/self-assessment-board>



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Board Recruitment, Development and Retention

A Board Member Contract

CompassPoint Nonprofit Services

<http://www.compasspoint.org/boardcafe/details.php?id=30>

Board Member's Companion: Orientation

Don Watson

<http://www.bcompanion.com/>

Board Recruitment and Development

Voluntary Sector Knowledge Network (Leadership)

<http://www.vskn.ca/index.php?page/view/d9e35032-915c-102c-8f81-19d5e4f626d7>

Board Recruitment: How to Bring in the Right Board

Volunteer Vancouver

[http://www.seatoskycommunity.org/nonprofits/resource-library/non-profit-boards/Board Recruitment How To Bring in the Right Board.pdf](http://www.seatoskycommunity.org/nonprofits/resource-library/non-profit-boards/Board%20Recruitment%20How%20To%20Bring%20in%20the%20Right%20Board.pdf)

Board Recruitment, Development and Retention

Create the Future.Com

Developing a Board Recruitment Plan

<http://www.createthefuture.com/developing.htm>

Developing an Ongoing Board of Directors

Community Tool Box (Promoting community health and development by connecting people, ideas and resources—vast array of resources available)

http://ctb.ku.edu/en/tablecontents/sub_section_tools_1095.aspx

The Fundamentals of Effective Board Involvement: Modules 1 & 2

Sherry Ferronato for Mentoring Canada

<http://www.mentoringcanada.ca/training/Boards/index.html>

Linking Board Performance to Organizational Effectiveness

Synergy Associates

<http://www.synergyassociates.ca/publications/LinkingBoardPerformance.htm>

Maintaining a Board of Directors

Community Tool Box (Promoting community health and development by connecting people, ideas and resources—vast array of resources available)

http://ctb.ku.edu/en/tablecontents/sub_section_tools_1097.aspx



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Ongoing Board Education: Ensuring Members Have the Knowledge They Need

Help 4 Nonprofits: Community Driven Institute

http://www.help4nonprofits.com/NPLibrary/NP_Bd_OngoingBoardEducation_Art.htm

Welcoming and Training New Members to a Board of Directors

Community Tool Box (Promoting community health and development by connecting people, ideas and resources—vast array of resources available)

http://ctb.ku.edu/en/tablecontents/sub_section_examples_1096.aspx

What Information Should Board Members Have?

CompassPoint Nonprofit Services

<http://www.compasspoint.org/boardcafe/details.php?id=92>

Bylaw Development and Revision

Bylaws

Institute on Governance (Board Governance)

<http://iog.ca/en/knowledge-areas/board-organizational-governance/bylaws-and-policies>

Drafting and Revising Bylaws

Community Development (Province of Alberta)

http://www.muttart.org/sites/default/files/downloads/publications/drafting_revising.pdf

Change Management

Leadership: Managing Change

Voluntary Sector Knowledge Network

<http://www.anneriches.com.au/devil.html>

Charity and Non-profit organizations

Canadian Online Resources for Non-profits

Charity Village

<http://www.charityvillage.com/cv/ires/ires19.asp>

Looking Into and out for Canada's Charities and Non-Profits

Imagine Canada

http://www.imaginecanada.ca/files/www/en/citizenship/case_for_support.pdf



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Non-Profit Center

Non-Profit Center

<http://www.nonprofitcenter.com/>



Resources and Library

Charity Village

<http://www.charityvillage.com/CV/charityvillage/ires.asp>

Training and Resources

The Charities File

<http://thecharitiesfile.ca/en>

Communications/Public Relations

Do You Have a Public Relations Pro on Board?

Charity Village (Article)

<http://www.charityvillage.com/cv/research/rbod14.html>

Community and Government Relations

Canadian Society of Association Executives

Canadian Society of Association Executives

<http://www.csae.com/>

Community and Government Relations

Voluntary Sector Knowledge Network

<http://www.vskn.ca/index.php?page/view/cac2d1a4-907b-102c-8f81-19d5e4f626d7>

Evaluation in Society: Critical Connections

European Evaluation Society

<http://www.europeanevaluation.org/conferences/past-ees-conferences/2006-evaluation-in-society-critical-connections-london-uk.htm>

Maximize Your Time and Efforts — Collaborate!

Resource Centre for Voluntary Organizations

http://www.rcvo.org/media/2890/bd_collaborate.pdf

Study of the Training Needs of Volunteers on the Boards of Nonprofit Organizations Serving Francophone and Acadian Minorities in Canada

Knowledge Development Centre

http://www.kdc-cdc.ca/attachments/FCFA_TrainingNeeds_report.pdf



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Community Development

Community Development

Resource Centre for Voluntary Organizations (Newsletter)

<http://www.culture.alberta.ca/communitydevelopment/default.aspx>

The Community Development Handbook: A Tool to Build Community Capacity

Human Resources Development Canada

http://www.sdc.gc.ca/en/epb/sid/cia/comm_deve/cdhbooke.pdf

Conflict Resolution

Conflict Resolution and Relationship Management

Appropriate Resolutions

<http://www.appropriate-resolutions.org/>

Building Teamwork and Trust in Turbulent Times

Resource Centre for Voluntary Organization, Connections Newsletter, Spring 1997

http://www.ahri.com.au/MMSDocuments/comms/hrm_magazine/hrm_2009/hrm_2009_06_team_building_in_turbulent_times.pdf

Managing Board Conflict

Nonprofit Sector Leadership Program (Governance and Board Development)

http://collegeofcontinuinged.dal.ca/Files/NP_Managing_Conflict.pdf

Diversifying Board Membership

Attracting and Keeping Youth Volunteers: Creating a Governance Culture that Nurtures and Values

Youth

Rising Tide Co-operative Ltd. on behalf of the Canadian Worker Co-operative Federation and the Regional Co-operative Development Centre

http://library.imaginecanada.ca/resource_guides/volunteerism

Board Diversity: A Bigger Issue Than You Think

Help 4 Nonprofits: Community Driven Institute

http://www.help4nonprofits.com/NP_Bd_Diversity_Art.htm

Engaging Retired Leaders as Volunteer Leaders: A Resource Manual for Nonprofit and Charitable

Organizations

Imagine Canada

http://library.imaginecanada.ca/files/nonprofitscan/kdc-cdc/manual_singh_engaging_eng.pdf



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Guide to Planning Inclusive Meetings and Conferences

Treasury Board of Canada

http://www.hrsdc.gc.ca/eng/disability_issues/doc/gpim/guide.pdf

Mixing It Up in the Boardroom – Exploring the Value of Board Diversity

Charity Village (Article)

<http://www.charityvillage.com/cv/research/rbod17.html>

What Will It Take? Involving Youth in Policy, Planning and Advocacy in Voluntary Organizations: A

Moderator’s Guide to Focus Groups with Youth

Non-Profit Library

http://library.imaginecanada.ca/files/nonprofitscan/kdc-cdc/cfsh_ppfc_what_will_it_take_guide.pdf

Ethics

Complete Guide to Ethics Management: An Ethics Toolkit for Managers

Free Management Library

<http://www.mapnp.org/library/ethics/ethxgde.htm>

Creating a code of ethics for your organization

EthicsWeb

<http://www.ethicsweb.ca/codes/>

Evaluation

Accountability and Evaluation

Voluntary Sector Knowledge Network

<http://www.vskn.ca/index.php?page/view/90fcf86c-907d-102c-8f81-19d5e4f626d7>

A Framework for Program Evaluation: A Gateway to Tools

Community Tool Box (Promoting community health and development by connecting people, ideas and resources—vast array of resources available)

http://ctb.ku.edu/en/tablecontents/sub_section_examples_1338.aspx

Executive Director Role

Board / CEO Relationship (Hiring, Evaluating, Dismissal)

Voluntary Sector Knowledge Network (Leadership)

<http://www.vskn.ca/index.php?page/view/c24fcf16-9159-102c-8f81-19d5e4f626d7>



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Evaluating Your Executive Director's Performance

Resource Centre for Voluntary Organizations
http://www.rcvo.org/media/769/BD_evaluating.pdf

Hiring and Evaluating the Executive Director (multiple articles)

Total Non Profit Resources (Resource Library)
<http://resources.tnpr.ca/fmiportal.asp?WCI=ViewCategory&WCE=13&WCU=3&x=>

Hiring and Performance Appraisal of the Executive Director

HR Council
<http://hrcouncil.ca/hr-toolkit/documents/HiringPerformance.pdf>

One Size Does Not Fit All - Hiring the Right Executive Director for Your Organization

Resource Centre for Voluntary Organizations
<http://culture.alberta.ca/bdp/bulletins/HiringTheRightED09-print.pdf>

Financial Management (Supplementary Resources)

Introduction to Financial Management

Voluntary Sector Knowledge Network
<http://www.vskn.ca/index.php?page/view/fff20760-997b-102c-9be5-5d742e882213>

Resources for Accountability and Financial Management in the Voluntary Sector

Voluntary Sector Initiative
<http://www.vsi-isbc.org/eng/funding/resources.cfm>

Fundraising – Supplementary Resources

Fundraising

Voluntary Sector Knowledge Network
<http://www.vskn.ca/index.php?page/view/53131698-915f-102c-8f81-19d5e4f626d7>

How to Write a Good Proposal

Created by McMaster University, this collection of resources is primarily aimed at those seeking research grants, though the guidelines, tips, and tutorials can be applied by any organization that is preparing grant proposals.
http://www.mcmaster.ca/ors/guide/guide_proposal.htm



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Inventory of Effective Practices in Financing and Resourcing of Voluntary Sector Organizations in Canada

Voluntary Sector Initiative

http://www.vsi-isbc.org/eng/funding/best_practices.cfm

Money Matters: Exploring a New Paradigm for Grantmaking

Grantmakers for effective organizations

<http://www.geofunders.org/home.aspx>

Human Resource Management

Human Resource Policies and Employment Law

Voluntary Sector Knowledge Network

<http://www.vskn.ca/index.php?page/view/a98c5612-b183-102c-973d-5a64e65701fe>

HR Policies and Procedures

HR Daily Advisor

<http://hrdailyadvisor.blr.com/archive/category/1004.aspx>

Legal Issues and Risk Management (Supplementary Resources)

Charity and Not-for-Profit Law

Carter & Associates

<http://www.charitylaw.ca/articles.html>

Articles and seminar notes on governance, due diligence, ethical fundraising, legal duties of Board members, risk protection, employment issues

Legal Risk Management Checklist for Charities

Legal Risk Management Checklist for Not-for-Profit Organizations (non-charities)

Carter & Associates

<http://www.carters.ca/pub/checklst/charity.pdf>

Not for Profit and Charity Law

<http://www.law-nonprofit.org/>

This site provides information on not-for-profit, non-profit, and charity management; liability; directors, volunteers, and employees; fund-raising law; and tax law.

Primer for Directors of Not for Profit Corporations (Rights, Duties and Practices)

Industry Canada

http://strategis.ic.gc.ca/epic/internet/incilp-pdci.nsf/en/h_cl00688e.html



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A Study of the Liabilities Facing Directors and Officers of Non-Profit Corporations In Canada

Industry Canada

http://strategis.ic.gc.ca/epic/internet/incilp-pdci.nsf/en/h_cl00422e.html

Vicarious Liability in the Non-Profit Sector

Industry Canada

http://strategis.ic.gc.ca/epic/internet/incilp-pdci.nsf/en/h_cl00424e.html

Volunteer Lawyers Service (VLS)

<http://www.volunteerlawyers.org>

Click on “Library” to access Fact Sheets and Checklists on Directors’ liability, risk management, employment issues and bylaws.

Partnerships

Partnerships and Participation

Partnerships online

<http://www.partnerships.org.uk/part/index.htm>

The Policy Governance Model (Carver Model)

“Carver’s Policy Governance® Model in Nonprofit Organizations”

Carver Governance

<http://www.carvergovernance.com/model.htm>

Policy-Based Governance-What Works and What Doesn’t

Charity Village (Article)

<http://www.charityvillage.com/cv/research/rbod12.html>

Strategic Planning

Avoiding Groupthink & Strategic Blind Spots

Charity Village (Article)

<http://www.charityvillage.com/cv/research/rstrat18.html>

To Go Forward, Retreat

BoardSource

<http://www.boardsource.org/Knowledge.asp?ID=2.1106>

Strategic Planning

Leadership (Voluntary Sector Knowledge Network)

<http://www.vskn.ca/index.php?page/view/4fdb7a40-9166-102c-8f81-19d5e4f626d7>



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Strategic Planning

Free Management Library

Strategic Planning (in nonprofit or for-profit organizations)

http://managementhelp.org/plan_dec/str_plan/str_plan.htm

Volunteer Management

RCVO Catalogue Search

Resource Centre for Voluntary Organizations

<http://www.rcvo.org/information-services/library/catalogue-search.aspx>

Volunteers and Voluntary Research Collection

Imagine Canada

<http://library.imaginecanada.ca/vvr/>

Why the Board Should Consider Volunteer Issues

Energize Inc.

<http://www.energizeinc.com/art/anonb.html>

Volunteers Management

Free Management Library

A Complete Integrated On Line Library for Profits and for Non-Profits

<http://managementhelp.org/staffing/outsrcng/volnteer/volnteer.htm>



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The Policy Board

Role of the Board

The Board focuses on “governance,” providing strategic direction and policy decisions that shape the organization and its work.

A Policy Board is responsible for determining the overall goals and priorities of the organization, approving policies and ensuring appropriate procedures are in place.

Policies address such topics as human resources, finances, fundraising, risk management, organizational operations, service evaluation, advocacy and community relations.

The Board is responsible for hiring, supervising, evaluating and, if necessary, releasing the Executive Director.

Role of Staff

The Board provides direction to the Executive Director, who is responsible for the management of the organization, including hiring, supervising, evaluating and dismissing other staff, if necessary.

Staffs provide advice and may draft documents, but it is up to the Board to make the decisions and approve/revise/reject plans and policies. Staff members are responsible for implementing policies and procedures, and providing services, with the assistance of volunteers.

Board Structure

The Executive Director and Board Chairperson work in partnership to provide leadership to the organization and are its primary representatives.

The Board may have a number of “standing” (i.e. permanent) and/or “ad hoc” (short term) committees. These are usually chaired by a Board member but may include people who are not Board members. The Executive Director and/or other staff may provide support to committees. The Board may have an Executive Committee that may be empowered to act on the Board’s behalf between meetings in accordance with the organization’s bylaws or governance policies.

Overview of Board Governance Responsibilities

1. Vision, Planning & Evaluation

- Strategic planning
- Ensuring adequate community needs assessment
- Identifying service priorities
- Developing annual organizational goals, objectives and performance indicators
- Ensuring organizational evaluation & service evaluation

2. Financial Management and Fundraising

- Ensuring that the MFRC is well-managed financially and that appropriate financial policies and procedures are in place
- Approving the annual operating budget
- Reviewing financial statements monthly
- Ensuring any restrictions on the use of funds are met
- Identifying sources of revenue
- Developing policy on user fees



- Planning fundraising
- Arranging for, and reviewing an annual audit

3. Human Resources

- Hiring, supervising, evaluating (and, if necessary, dismissing) the ED
- Establishing HR policy for staff and volunteers
- Ensuring recruitment, selection, orientation and training of Board members

4. Advocacy and Community Relations

- Ensuring the MFRC and its services are well publicized
- Projecting an effective and positive image of the MFRC
- Maintaining an on-going relationship with funders and military partners
- Interpreting and supporting Board decisions in the community
- Engaging in co-operative action with other local organizations that have similar objectives

5. Organizational Operations (including Board Self-Governance)

- Ensuring that legal requirements are met
- Establishing the policies and organizational structure with which the organization will be run
- Ensuring that the organization meets operational standards (e.g.: fire, health, safety, insurance)
- Ensuring that an effective Board structure is in place
- Reviewing, revising and recommending action on the constitution and bylaws
- Acting in accordance with the constitution and bylaws



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Military Family Resource Centres

Board Basic Training Study Guide

Introduction

DMFS recommends that the following topics be addressed in “basic” training on Board governance:

- Overview of a Policy Board (or Policy Governance Board)
- Introduction to the Major Areas of Board Governance
 - Vision, Planning and Evaluation
 - Financial Management and Fundraising
 - Human Resource Management
 - Community Relations and Advocacy
 - Organizational Operations (including Board self-governance)
- Respective Responsibilities of the Board and the Executive Director
- Legal Responsibilities, Risk Management and Minimizing Personal Legal Liability
- Confidentiality and Conflict of Interest
- Monitoring the Organization’s Finances
- Contributing to Effective Meetings
- Ensuring Effective Committees
- The Policy Development Process

This *Study Guide* provides suggested learning objectives and outcomes related to these topics. The Guide can be used when planning Board training sessions. A sample agenda is provided at Annex A.

Individual Board members can also use this *Study Guide*, in conjunction with the list of web-based articles and tools, to learn more about topics of interest. See *Board Training Web-based Resources*.



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THE POLICY BOARD MODEL

Introduction:

Boards of Directors can fulfill somewhat different functions depending on the size of the organization, the extent to which the organization has paid staff, and the respective roles of the Board and the Executive Director. Most MFRCs adopt the Policy Board model in which the Board focuses on governance – not the day-to-day affairs of the organization – and ensures the organization functions within a strong policy framework.

Objective:

- To review the role, structure and characteristics of a Policy Board

Learning Outcomes

Board members will be able to:

- Describe what is meant by “governance”
- Describe the role, structure and characteristics of a Policy Board
- Determine the extent to which the MFRC Board functions in the Policy Board model

Tool:

Policy Board Responsibilities Handout (p. 1)

Board Training Web Resources List:

See Accountability and Governance; and Board Models



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INTRODUCTION TO THE MAJOR AREAS OF BOARD

GOVERNANCE

Introduction:

What are the primary functions of a Board of Directors? What is the Board's role in creating a vision for the organization, overseeing the financial and operational success of the organization and developing a strong relationship with various MFRC stakeholders?

Objective:

- To become familiar with the major areas of Board responsibility and the ways in which the MFRC is accountable to its stakeholders

Learning Outcomes

Board members will be able to:

- Describe the major areas of Board governance as they relate to:
 - Vision, Planning and Evaluation – undertaking strategic planning and community needs assessment; measuring service and organizational performance
 - Financial Management and Fundraising – approving the annual budget, reviewing financial statements, planning fundraising
 - Human Resource Management – hiring, supervising and evaluating the Executive Director; establishing personnel policy for staff and volunteers; ensuring on-going Board development through orientation and training
 - Community Relations and Advocacy – promoting the MFRC; maintaining/creating relationships with community members, military partners, funders and local organizations
 - Organizational Operations – meeting legal requirements and operational standards
- Explain the term “accountability”; identify the MFRC’s major stakeholders; and describe some of the ways that the MFRC demonstrates accountability

Tool:

Policy Board Responsibilities Handout (pp. 2-3)

Board Training Web Resources List:

see Board Governance – Major Areas of Responsibility; and Accountability and Governance



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RESPECTIVE ROLES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS, THE EXECUTIVE DIRECTOR AND STAFF

Introduction:

What is the difference between governance and management? How do the roles of the Board and the Executive Director (ED) differ? Why is it important to distinguish between Board roles and management or staff roles?

Objectives:

- To review the respective roles and responsibilities of the Board and the ED
- To become familiar with Board members' position descriptions, including Executive members (Chair, Vice-chair, Secretary, Treasurer)

Learning Outcomes

Board members will be able to:

- Explain the differences between governance and management
- Describe the roles and responsibilities of the Board of Directors, Board Officers/Executive members and the ED
- Explain the reporting relationship between staff, the ED and the Board
- Identify potential consequences of unclear role boundaries
- Given various scenarios to discuss, identify inappropriate actions of an ED and Board members, and potential consequences

Tools:

MFRC Board Position Descriptions (Board Member, Chairperson, Secretary, Treasurer)

Board Training Web Resources List:

See Board / Staff Roles and Relationships; and Position Descriptions – Board Members.



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LEGAL ISSUES AND RISK MANAGEMENT

Introduction:

Are Board members aware of the legal dimensions of their volunteer commitment? What are Board members' duties and obligations to various stakeholders (e.g. community members, employees, government, etc)? What is liability? What are Board members liable for?

Objectives:

- To review the Board's legal responsibilities
- To review the Board's role in risk management
- To identify ways in which Board members can minimize personal legal liability relating to Board responsibilities

Learning Outcomes

Board members will be able to:

- Specify the legal responsibilities of Board members
- Explain the terms "duty of care," "standard of care," "duty of loyalty" and "due diligence"
- List occasions when a Board of Directors, or an individual Board member, may be held legally liable
- Identify various kinds of risks and potential losses to individuals or the MFRC
- Explain what is meant by "risk management" and the Board's role in this process
- Identify ways that Board members can limit personal liability

Tool:

Good Practice and Resource Guide: Risk Management Planning for Military Family Resource Centres © DMFS 2004

Board Training Web Resources List:

see Legal Issues and Risk Management (Introductory Resources)



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CONFIDENTIALITY

Introduction:

What is the role of the Board in protecting confidential information? What are the obligations of Board and staff members to maintain confidentiality? Is “confidentiality” an absolute guarantee of silence? What are the consequences of a breach?

Objectives:

- To explore the Board’s responsibilities with respect to confidentiality

Learning Outcomes

Board members will be able to:

- Explain the legal duties associated with confidentiality
- Describe various types of confidential information within the MFRC setting
- Given various scenarios to discuss, describe when a breach of confidentiality has occurred and how such breaches might be prevented
- Identify potential consequences (i.e. harm or loss) of breaches of confidentiality
- Identify ways the MFRC (including Board, staff and volunteers) can protect confidentiality and respond to breaches of confidentiality

Tools:

MFRC’s policy on confidentiality; MFRC oath of confidentiality form

Board Training Web Resources List:

see Confidentiality



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CONFLICT OF INTEREST

Introduction:

In what situations might a Board member experience a conflict of interest? As representatives of the MFRC, can Board members conduct business transactions with the organization or use their positions to gain employment within the organization? What are the legal principles governing conflict of interest? What should be done to protect the Board and the MFRC from any perceptions or allegations of conflict of interest?

Objective:

- To learn how to prevent and address real or perceived conflicts of interest

Learning Outcomes

Board members will be able to:

- Explain the legal responsibilities associated with conflicts of interest
- Given various scenarios to discuss, describe when a conflict of interest has occurred, how it might have been prevented and how it should be addressed
- Identify potential consequences (i.e. harm or loss) of conflicts of interest, or perceived conflicts of interest
- Identify steps to take once a conflict of interest arises

Tools:

MFRC's policy on conflict of interest; MFRC bylaw addressing conflict of interest

Board Training Web Resources List:

see Conflict of Interest



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MONITORING FINANCES

Introduction:

Board members are collectively responsible for regularly monitoring the MFRC's finances. What documents should be reviewed and how often? What knowledge is required to "read" financial statements? What level of financial detail should the Board be concerned about?

Objective:

- To ensure that Board members have the knowledge and skills required to effectively monitor the MFRC's finances.

Learning Outcomes

Board members will be able to:

- Describe the rationale for monitoring the MFRC's finances
- Describe the importance of the MFRC's service plan and budget to the monitoring process
- Describe MFRC financial policies relevant to the financial monitoring process
- Understand the format used to present MFRC financial information

Tools:

MFRC financial statements

Board Training Web Resources List:

see Financial Management (Introductory Resources)



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THE POLICY DEVELOPMENT PROCESS

Introduction:

Why are policies important to the MFRC? What is the Board's role in developing and reviewing policies? What are the major policies that govern the organization's affairs? What is the difference between policies and procedures?

Objectives:

- To review the relationship between governance and policies
- To review the Board's role in policy development

Learning Outcomes

Board members will be able to:

- Identify the purpose of having policies
- Understand the different types of policies that organizations should have (i.e. framework; Board self-governance; operational, etc.)
- Identify potential consequences (i.e. harm or loss) of unclear or non-existent policies
- Understand the Board's role in developing and reviewing policy
- List major MFRC policies that exist and what purpose they serve
- Describe differences between policies and procedures

Tools:

List of major MFRC policies

Board Training Web Resources List:

See Policy Development



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MEETING MANAGEMENT

Introduction:

Do you sometimes feel that your Board meetings last too long and accomplish too little? What can be done before, during and after meetings to make them more productive? What are rules of order? How can they be used to create an effective decision-making process?

Objectives:

- To review ways to make Board meetings productive

Learning Outcomes

Board members will be able to:

- Describe activities that should occur before and after Board meetings
- Describe effective meeting processes and procedures (including decision-making processes and simplified rules of order)

Tools:

Sample of MFRC Board meeting agenda and Board minutes

Board Training Web Resources List:

See Meeting Management



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BOARD COMMITTEES

Introduction:

Why do Boards make use of Board committees? What is the relationship between the Board and its committees? What different types of committees may the Board create? Why do committees need terms of reference and what should be included?

Objectives:

- To review how Boards can make effective use of committees

Learning Outcomes

Board members will be able to:

- Describe the rationale for having Board committees
- List the different types of committees
- Specify what should be included in a committee terms of reference
- Describe characteristics of effective committees

Tools:

List of MFRC committees; sample committee terms of reference

Board Training Web Resources List:

See Committees

Annex A – Sample Board Training Agenda

Note: This agenda includes brief presentations and small group exercises to explore Board basic training topics. It does not include Board orientation on topics and documents listed in the *Orientation Planning Tool*. It is estimated that covering all basic training topics would take approximately 1.25 – 1.5 days, including adequate time for interactive exercises and questions. The material could be covered in several shorter sessions or a two-day workshop that combined Board orientation and training. For further information about the suggested handouts and exercises, consult your MFRC's DMFS Field Operations Manager.



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Board Basics Training Sample Agenda

Note: Breaks should be scheduled where appropriate. Suggested times are approximate and should be considered a minimum.

1. Introductions and Personal Goals for the Workshop (15 min)
2. Review of Agenda (5 min)
3. Overview of a Policy Board (15 min)
(presentation with handout)
4. Introduction to the Major Areas of Board Governance (30-45 min)
 - Vision, Planning and Evaluation
 - Financial Management and Fundraising
 - Human Resource Management
 - Community Relations and Advocacy
 - Organizational Operations (including Board self-governance)
 - (presentation with handout)
5. Governance and Accountability (30-45 min)
(presentation and “Accountability Matrix” exercise)
6. Respective Responsibilities of the Board and the Executive Director (30 min)
(“Authority Mandate” exercise)
7. Board Roles and Responsibilities – Exercise (30 min)
(“Case Studies” exercise)
8. Board Members’ Position Descriptions (30 min)
(see handouts or use MFRC’s)
9. Legal Responsibilities, Risk Management and Minimizing Personal Legal Liability (60 min)
(presentation and handout)
10. Confidentiality and Conflict of Interest (45-60 min)
(presentation, handouts and exercises)
11. Monitoring the Organization’s Finances (45-60 min)
(presentation, handouts and exercises)
12. Contributing to Effective Meetings (30 min)
(presentation, handouts and exercises)
13. Ensuring Effective Committees (30-45 min)
(presentation, handouts and exercises)
14. The Policy Development Process (30-45 min)
(presentation, handouts and exercises)
15. Workshop Evaluation (10 min)
(see form)

