



TWENTY STAGING POSTS OF BOARD DEVELOPMENT

PURPOSE

A Quick Checklist of conditions for a high-performing board.

The following checklist provides an overview of key issues to address – a sequenced ‘board development program’. For some this could be a six-month program, because many of the items have already been dealt with. For others it might be a two-year program. Moreover, it is selective. There may be other issues you feel your board needs to address first.

Board Processes	F
Direction and monitoring	D
Board-CEO linkage	B
Compliance and accountability	C

Staging Post

- We know what the job of a board member entails. We have discussed it and set it down in a duty statement, and a code of conduct **F**
- We are clear about the mission and vision of our organisation **D**
- We have a current strategic plan and marketing plan. They are informed by research amongst our primary audiences and by other stakeholder consultation **D**
- We have identified performance measures to focus our attention on key results, on the impact of our work, and on capacity building within our organisation **D**
- We have appointed a capable, committed and skilled CEO **B**
- The CEO’s work is guided by our strategic plan, marketing plan and our approved policies. **B**
- The CEO’s authority is articulated through a series of clear delegations **B**
- The CEO-board relationship is characterised by trust and honesty. Issues and differences are aired and resolved **B**
- We have reviewed the size and composition of our board, and identified priority skills and capacities for future board recruitment **F**
- Our meetings are well planned and time-efficient **F**
- We receive high quality board papers, in good time. **F**

Staging Post

<input type="checkbox"/>	We receive clear, annotated monthly financial reports, including updated cashflow projections	C
<input type="checkbox"/>	All board members participate actively in meetings, and are willing to take on a reasonable workload of other tasks between meetings	F
<input type="checkbox"/>	We are clear about the mission and vision of our organisation	D
<input type="checkbox"/>	We have a current strategic plan and marketing plan. They are informed by research amongst our primary audiences and by other stakeholder consultation	D
<input type="checkbox"/>	We have identified performance measures to focus our attention on key results, on the impact of our work, and on capacity building within our organisation	D
<input type="checkbox"/>	We periodically audit risk and legal compliance in our organisation, and act upon the findings	C
<input type="checkbox"/>	We have developed an appropriate suite of policies, and we review and update them periodically	F
<input type="checkbox"/>	Our Constitution is appropriate for our organisation, and supports good governance practice	C

SOURCE

- > Fishel, D. The Book of the Board, Federation Press, Sydney, NSW (2003; 3rd edn. 2014)

ABOUT POSITIVE SOLUTIONS

Positive Solutions offers a range of services to non-profit boards throughout Australia. Board development workshops and detailed board reviews can be tailored to the needs of each organisation. To find out more about how Positive Solutions can help you, contact: info@positive-solutions.com.au or call 07 3891 3872.

THE BOOK OF THE BOARD

The Book of the Board is Australia's standard reference book for board and committee members of non-profit organisations. Authored by Positive Solutions Director, David Fishel, and currently in its third edition, The Book of the Board provides clear guidance on the role of the non-profit board, formal and legal responsibilities, and the ways in which the board can maximise its effectiveness for the organisation.

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