Governing in the Public Interest

FOUNDATIONAL TRAINING FOR BC PUBLIC SECTOR APPOINTEES

May 2019

BRITISH COLUMBIA

MODULE 1 - GOVERNING IN THE PUBLIC INTEREST

"Governance [in the public sector] comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved. Governance includes political, economic, social, environmental, legal, and administrative structures and processes, and other arrangements."

— International Framework: Good Governance in the Public Sector, 2014[1]

"Governance is how society, or groups within it, organize to make decisions."

— Institute on Governance, 2019

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[1] *International Federation of Accountants (IFAC) and The Chartered Institute of Public Finance and Accountancy (CIPFA), International Framework: Good Governance in the Public Sector, July 2014.*

INTRODUCTION

Thank you for contributing your time, expertise and skills to serve the people of British Columbia. Just as your organization is part of the broader public sector, you too are part of something that extends beyond your organization; your contributions advance and protect the public interest by ensuring sound governance and delivery of a service, resource, appeal or dispute process, on behalf of the citizens of British Columbia.

There are approximately 260 agencies, boards, commissions, and tribunals in British Columbia's public sector. As one of the more than 2,000 government appointees to these public sector organizations, you have a critical role in their oversight and governance.

Regardless of the type, role or mandate of the public sector organization you have been appointed to, this handbook is intended to equip you to provide exemplary leadership in two main areas of responsibility:

- What it means to govern in the public interest?
- How you can adopt practices that reflect a citizen-centred approach to governance?
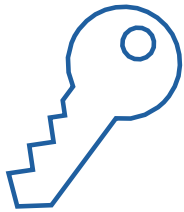
KEY MESSAGES
- *As a board member of a public sector organization you have a responsibility to govern in the public interest and to adopt practices that reflect a citizen-centred approach to governance.*

WHAT DOES GOVERNING IN THE PUBLIC INTEREST MEAN?

The public sector is intended to satisfy a wide range of political, economic, social and environmental objectives over the short, medium and longer term.[2] Public sector organizations are established to help the government fulfill these objectives. A primary function of all public sector agencies, boards, commissions and tribunals and their appointees is to govern or operate in the *public interest*.

When we talk about the public interest, this is generally understood as the welfare and safety of the broader public. The public interest can also be understood as a well-ordered society in which citizens[3] can exercise their democratic rights, where they trust and feel protected by public institutions and where competing interests are balanced and managed effectively and fairly.

> *Public Interest: The Broad View*
> - *Safety, economic, social and environmental well-being is protected and enhanced for all citizens*
> - *Citizens can exercise democratic rights*
> - *Citizens trust and feel protected by public institutions*

As an appointee, you have an important role in *advancing and protecting the public interest*. In carrying out your governance role, consider how your decisions can maintain, protect and enhance the safety, economic, social and environmental well-being of all British Columbians. When put into action, this is called *citizen-centred governance*.

The specifics of what governing in the public interest looks like vary between public sector organizations. Depending upon the type of organization you have been appointed to, this could mean providing services, acting in the public interest within a specific legislated framework, upholding legislation or making decisions independent of the government[4].

KEY MESSAGES
- *As an appointee, you have an important role to advance and protect the public interest.*
- *Governing in the public interest means that the safety, economic, social and environmental well-being is protected and enhanced for all citizens.*
- *This includes working towards and supporting a well-ordered society in which citizens can exercise their democratic rights, where they trust and feel protected by public institutions and where competing interests are balanced and managed effectively and fairly.*

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[2] *International Federation of Accountants (IFAC) and The Chartered Institute of Public Finance and Accountancy (CIPFA), International Framework: Good Governance in the Public Sector, July 2014, page 6.*

[3] *For the purposes of this document, "citizens" is intended in the most holistic sense, as opposed to a narrow definition of those with legal status as Canadian citizens. Here, it is intended to denote all B.C. residents, regardless of legal status, who are impacted by the services, activities and decisions of public sector organizations. This includes those without a voice in British Columbia who may be unable to advocate for themselves.*

[4] *For example, many tribunals are intended to make adjudicative decisions independent from the provincial government.*

What might this look like for you?

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Example 1:
While it may not be popular to raise rates or fees for specific services, it may be important and necessary to fund environmental programs or to support social programs that benefit all B.C. citizens. Raising rates or fees in these cases would be an example of balancing competing interests and may enhance the safety, social, environmental and economic well-being of B.C. residents.

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Example 2:
Tribunals may not have explicit public policy objectives defined in a Mandate Letter from a Minister. However, the consistent application of established legislation is a key feature of a democratic society. A public policy objective for a tribunal might be understood as the consistent application of legislation, independent of government influence. This would be an example of governing in the public interest in a way that is unique to tribunals and that is different than other public sector organizations.

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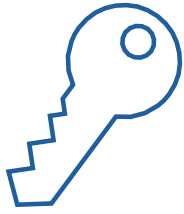## WHAT ARE THE PRINCIPLES OF CITIZEN-CENTRED GOVERNANCE?

B.C. residents are more than clients who access services; they are citizens. Every public sector organization is accountable to the citizens of British Columbia. The expectations of B.C. citizens are identified through their elected representatives (i.e., members of the Legislative Assembly) who provide direction to the public sector by setting public policy objectives and establishing legislation.

As an appointee to one of these organizations, you have a unique opportunity to govern in a way that puts citizens first, at the centre of decision making, and ensure fairness for all.

> Because it is so important for public sector organizations to govern in the public interest, there are some important principles for you to uphold:
>
> 1. Put the interests of citizens at the centre of decision making.
> 2. Behave with integrity, demonstrate strong commitment to ethical values and respect the rule of law.
> 3. Ensure openness and respectful engagement with all citizens.
> 4. Strive for outcomes that support healthy communities in British Columbia, including social, economic and environmental well-being.
> 5. Implement actions to achieve the organization's mandate.

As you can see, these principles extend far beyond providing the basic oversight that is often expected of appointees. What these principles look like in practice will be different for each public sector organization. Some characteristics and defining features for each principle, along with some examples, are outlined further in Table 1, below.

KEY MESSAGES

- *B.C. residents who access services from public sector organizations are more than clients. They are citizens: bearers of rights and duties in a democratic society.*
- *Every public sector board member, appointee or commissioner has an important role in supporting citizen-centred governance.*
- *There are five principles of citizen-centred governance.*

Table 1: Governing in the Public Interest: Principles, Characteristics and Examples

Principle	Characteristics	Examples of what this might look like
1. **Put the interests of citizens at the centre of decision making**	• Activities and decisions are fair and respectful of all B.C. citizens. • Operational decisions are made with the needs, perspectives and satisfaction of B.C. citizens foremost in mind. • Citizens are engaged to ensure decisions of the organization are having the planned effects.	• Providing services that are barrier free (e.g. socio-economic, cultural, physical and other barriers). • Considering alternative points of view; putting yourself in someone else's shoes. • Asking, *What's best for those who access our services?* • Asking, *What do B.C. citizens experience when they interact with our organization?* • Asking, *How will this affect the public?* or *Who has been consulted?*
2. **Behave with integrity, demonstrate strong commitment to ethical values, and respect the rule of law**	• Laws and government policies are followed. • Ethical values are clear and well understood throughout all the organization's operations. • Due diligence is used when making decisions. • Decisions consistently apply the law to all citizens of B.C.	• Avoiding conflicts of interest. • Ensuring the organization's procedures are consistently followed, according to relevant legislation. • Ensuring the organization has a code of ethics or code of conduct. • Being transparent about processes and practices wherever possible. • Asking, *Does this operational decision balance different interests in a way that is fair and aligned with our mandate?*

Principle	Characteristics	Examples of what this might look like
3. **Ensure open and respectful engagement with all citizens**	• Clear, trusted channels of communication are used to engage with B.C. citizens. • Direct, trustworthy, transparent and accessible information is available for citizens. • Access to information and services is equitable to all B.C. citizens.	• Being transparent about process and practice. • Having clear processes to receive feedback from citizens about what could be done better. • Communicating in a way that works for diverse populations • Asking, *Does the public know what we do, how we do it, and why?* • Asking, *What impact does information and privacy legislation have on our ability to be transparent?*
4. **Strive for outcomes that support healthy communities in British Columbia, including social, economic and environmental well-being**	• The organization sets clear goals and ensures they can be met sustainably. • Responsible environmental stewardship and sustainability in the services, activities and decisions of the organization. • Public safety, economic, social and environmental well-being are protected and enhanced.	• Anticipating growth or changing conditions and planning accordingly. • Setting sustainability targets for the organization and regularly reporting on them. • Asking questions related to new research or modern technological developments that may impact the services of your organization. • Ensuring services and activities are put in place that advance reconciliation with Indigenous peoples in B.C. • Asking, *How might this impact our stakeholders?'* • Asking, *How does our organization impact the social, economic, and environmental well-being of B.C. citizens?"*
5. **Implement actions to achieve the organization's mandate**	• Service delivery and decision-making effectively advances public policy objectives or implements legislation. • Public resources are allocated towards initiatives and activities that will have the most beneficial impact on the organization's mandate.	• Understanding what government's priorities and expectations are.

ASKING THE RIGHT QUESTIONS – GOING BEYOND OVERSIGHT

You may have heard elsewhere that good governance means providing responsible "fiduciary oversight" and that appointees have a "fiduciary duty". "Fiduciary" is a legal term that refers to a relationship of trust. Simply, it means you are trusted to take care of resources or assets on behalf of someone else; you are responsible for things you do not own.

Governing in the public interest means providing responsible fiduciary oversight in consideration of the five principles in the table above. It entails active consideration and review of the most important issues facing the public in B.C., as well as your organization's scope of services outlined in your mandate. Governance involves asking insightful questions based on your skills, experiences and competencies, and from considering different perspectives.

As you go through the remainder of this document, consider questions you could ask that relate to the work of your organization and align with citizen-centred governance. Appendix 2 - **Three Modes of Governance** provides a framework for asking thoughtful questions from different perspectives and lists some good questions related to the principles above.

What might this look like for you?

Consider how the five principles of citizen-centred governance apply to your organization during board meetings or deliberations.

Feel free to ask questions such as:
- *What's the most important thing we should be talking about right now?*
- *Can we pause for a moment and make sure this is the right conversation to have?*
- *Are there any other perspectives or questions we should be asking about this proposed action?*

WHAT IS THE ROLE OF YOUR PUBLIC SECTOR ORGANIZATION?

Governments commonly establish different types of public sector organizations such as utilities, service providers and specialized tribunals to achieve policy objectives. They may also fulfill adjudicative or regulatory functions according to legislation.[5] These organizations are responsible for the oversight and administration of specific functions of government that have been assigned by the Government of B.C..

Each public sector organization has a specific focus area, or scope of authority, when it comes to the public interest in B.C. This is known as your organization's **mandate**.

Whether you are a member of an agency, board, commission or tribunal, it is critical to understand your organization's mandate and where it comes from. Depending on your organization, your mandate may be found in one or more of the following documents:

- Provincial legislation
- Articles of incorporation or by-laws
- Memorandum of understanding with ministry responsible
- Cabinet approved mandate letters from the Minister or ministry responsible
- Terms of reference developed by the ministry responsible

Organizations may be asked to participate in a mandate review of the organization, or provide input on specific mandate issues, but decisions regarding a public sector organization's overall mandate always remain within the purview of government.

As an agency, board, commission or tribunal member, it is valuable to be aware of the specific legislation and policies that apply to your organization and to understand whether legislative or policy requirements affect administrative and operational decision-making.

A selection of statutes applicable to some public sector organizations:
- *Auditor General Act*
- *Budget Transparency and Accountability Act*
- *Balanced Budget and Ministerial Accountability Act*
- *Public Sector Employers Act*
- *Financial Administration Act*
- *Financial Information Act*
- *Information Management Act*
- *Multiculturalism Act*
- *Freedom of Information and Protection of Privacy Act*
- *Treasury Board Remuneration Directives*
- *Health Professions Act*
- *Professional Governance Act*
- *Administrative Tribunals Act*

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[5] Institute on Governance, *The Governance Continuum: Origins and Conceptual Construct,* A Public Governance Exchange Working Paper, March 2011, p. 2
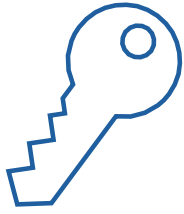
KEY MESSAGES

- *Public sector organizations – Crown agencies, boards, commissions and tribunals – are established by government to serve the public interest, to advance overall public policy objectives, to uphold legislation, to make decisions and to provide services as defined by their mandate.*
- *Each public sector organization is given a specific mandate, which is communicated either through governing legislation, its constituting documents or, where applicable, by a cabinet-approved Mandate Letter.*
- *As an appointee, you are responsible for knowing your organization's mandate, and ensuring it focuses organizational decisions and activities.*

What are the different types of public sector organizations?

Before you can begin your work as an appointee to a public sector organization, your first step is to identify what kind of organization you are governing. This is very important because different types of public sector organizations have different relationships and different priorities.

Different types of public sector organizations are depicted in Figure 1 and described below. As you read through the descriptions, consider the source of your organization's mandate and the degree to which your organization is connected with the provincial government.

Figure 1 – Types of Public Sector Organizations: Mandate and Relationship with Government

Commercial Crown Corporations	Service Delivery Crown Corporations	School Districts*, Universities, Colleges, Health Organizations	Advisory Boards
•Separate legal entities •Goods and service delivery •Commercial basis •Control and oversight by the government •e.g., BC Hydro, BC Lottery Corporation	•Separate legal entities •Goods and service delivery •Public service basis •Control and oversight by the government •e.g., BC Housing, Community Living BC	•Separate legal entities •Collaboration with the government and oversight •e.g., Langara University, Fraser Health Authority	•Not separate legal entities •Appointed by government to provide advisory services to Ministers •Collaboration with the government and oversight •e.g., BC Arts Council, BC Teachers' Council, Insurance Council of BC, Muskwa-Kechika Advisory Board

Tribunals	Independent Authorities	Self-Regulating Bodies	Registered Societies
•Not separate legal entities •Exercise adjudicative and regulatory functions *independent* of government •e.g., BC Utilities Commission, Labour Relations Board	•Separate legal entities •Independent of government •May be self-funded •e.g., Technical Safety BC, Islands Trust Conservancy Board	•Separate legal entitites •Includes self-regulation of professionals or practitioners in a range of fields •Government oversight only •e.g., College of Dental Surgeons, College of Applied Biology	•Separate legal entities •Independent of goverment •e.g., Sport BC, Association of Fundraising Professionals

Note: School Districts comprise elected board members (vs. appointed)

Commercial Crown Corporations

Commercial Crown corporations are separate legal entities that deliver goods and services on a commercial basis. Commercial Crown corporations are supported by and accountable to the ministry responsible. Examples of commercial Crown corporations include BC Hydro, the Insurance Corporation of BC and the BC Lottery Corporation.

Mandate derived from:
- Enabling legislation and articles of incorporation to establish the Crown agency
- Mandate Letter – approved by Cabinet and issued by the minister responsible
- Directive letters, regulations or special directions
- Service level agreements

Service Delivery Crown Corporations

Service delivery Crown corporations are separate legal entities that deliver goods and services based on government policies and that provide social and economic benefits to citizens. The majority receive all funding from the government, but several are partially self-funded. Service delivery Crown corporations are supported by and accountable to the ministry responsible. Examples of service delivery Crown corporations include BC Housing, First Peoples' Cultural Council and Destination BC.

Mandate derived from:
- Enabling legislation and articles of incorporation to establish the Crown agency
- Mandate Letter – approved by Cabinet and issued by the minister responsible
- Directive letters, regulations or special directions
- Service level agreements
- Memorandums of Understanding

School Districts, Public Post-Secondary Institutions & Health Authorities

Public post-secondary institutions, health authorities and school districts governed by elected trustees are separate legal entities. They receive government funding and may collect fees for services. These organizations are supported by and accountable to government through the Ministries of Education (school districts), Advanced Education, Skills and Training (post-secondary institutions) and Health (health authorities). Examples include the Coast Mountain School District, the University of British Columbia and the Interior Health Authority.

Mandate derived from:
- Legislation
- Mandate letter (health authorities and post-secondary institutions only) – approved by Cabinet and issued by the minister responsible

Advisory Boards

Advisory boards are included in the same financial and administrative accountability structure as ministries and are not commonly separate legal entities from the government. They may also be established without specific legislation. Advisory boards provide advisory services to ministers and government and are supported by the ministry responsible. Examples of advisory boards include the Patient Care Quality Review boards and the Minister's Advisory Council on Indigenous Women.

Mandate derived from:
- Legislation (where applicable)
- Terms of Reference – established by the minister responsible

Tribunals

Tribunals are established by government to perform adjudicative or regulatory functions independent of the Government of B.C. They are included in the same financial and administrative accountability structures as ministries. Examples of tribunals include the Labour Relations Board, the BC Utilities Commission and the Property Assessment Appeal Board.

Mandate derived from:
- Legislation

Other public sector organizations such as self-regulating bodies and independent authorities

Other public sector organizations include self-regulating bodies and independent authorities, like regulatory bodies and municipal police boards. These organizations may be excluded from government's financial, administrative and accountability requirements, but government may appoint at least one member to the board of these entities.

Mandate derived from:
- Legislation
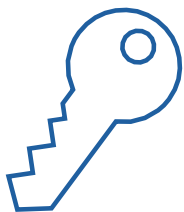
KEY MESSAGES
- *There are different sources for every organization's mandate.*
- *The Government of B.C. has different levels of control and oversight for different public sector organizations.*

HOW DO PUBLIC SECTOR ORGANIZATIONS WORK WITH THE PROVINCIAL GOVERNMENT?

Agencies, boards, commissions and tribunals all require strong relationships with government for effective governance and administration. How each public sector organization works and collaborates with government will vary, as will the positions and people involved. Consistently, however, relationships between government and public sector organizations are most effective when based on mutual respect, trust and appreciation so that you can have timely, open and honest discussions.

There are several key positions that are fundamental to ensuring effective governance and administration. Depending on the type of organization you have been appointed to, some or all of the following relationships and positions will be a part of how your organization communicates and collaborates with government.

Minister responsible and Deputy Minister

- The Deputy Minister ensures regular and timely communication with the Minister responsible, and the Deputy Minister provide status updates on public sector organization operations, decisions and progress.
- The Minister responsible may empower a delegate such as the Deputy Minister to speak on their behalf in discussions with public service organizations.

Chair and minister responsible

- The Chair is the main liaison between the board and government at the strategic level, usually through the Minister responsible or their delegate.
- The Chair and Minister responsible (or delegate) should communicate appropriately and regularly to build a positive relationship and to support open communication and collaboration.

Chair and the senior staff person

- The Chair may be assisted by a senior staff person, such as the Chief Executive Officer, Executive Director or Registrar, when reporting to the Minister responsible or other ministry contacts.
- Communication between the Chair and the senior staff person occurs through board meetings or direct and regular discussions.

Senior staff person and deputy minister

- The senior staff person advises the Deputy Minister of issues and opportunities that could impact the business of the public sector organization at strategic and operational levels.
- Direction provided by the Deputy Minister to senior staff person should align with any direction provided by the minister responsible to the chair.
- On financial matters, it is common practice for communication to take place between the public sector organization's Chief Financial Officer, Vice President of Finance, or Registrar and the Executive Financial Officer of the ministry responsible.

In addition to the key individuals noted above, there may be others who play a critical role in the governance, management or operations of public sector organizations in B.C. Some may be involved in more than one function. For example, although a senior staff person of a public sector organization may focus on the management of an organization, they often work alongside the board to oversee the organization. This will be different for each public sector organization.

Governance, Management and Operations

In your role supporting effective and citizen-centred governance, it is important to distinguish between other types of organizational functions, including management and operational functions. *Governance of an Organization* is about making decisions and directing the organization based on its mandate. *Management* is responsible for ensuring the direction set by the board is carried out. Management enforces policies, creates activities to carry out the strategic goals and reports back to the board on progress towards those goals. *Operations* is the day-to-day implementation of the organization's program and services.

Every public sector organization has delineated roles that are responsible for the three distinct functions of *governance, management and operations*. For some organizations, there may be many different individuals that are involved in a particular organizational function. It is incumbent upon you, as a board member, to be clear on who is involved in each of these functions for your respective public sector organization.

What might this look like for you?

When faced with a particular topic or issue, you may want to clarify what is being asked of you as a board member.

- *When it comes to this issue, where does our role start and where does it end?*
- *Where do we, as appointees, have a say? Where don't we have a say?*
- *What is actually being asked of us?"*

Public sector organizations may also interact with or be subject to review by a range of central or independent government entities. For example, operations and decisions of some public sector organizations may be reviewed by such bodies as the Office of the Auditor General, the Ombudsperson's Office or the Select Standing Committees of the Legislature.

Some of these central and independent government entities have been listed below. Overall, it is important for you to know that your actions are potentially subject to the same level of interest and inquiry as other members of the public sector (such as public servants and politicians).

Central agencies – Government

Central agencies are responsible for providing oversight, policies, advice and resources to public sector organizations in the areas of financial and performance planning and reporting, human resources, appointments, executive compensation and best practices on governance and accountability.

Central agencies that public sector organizations may interact with include:

- Crown Agencies and Board Resourcing Office (CABRO)
- Office of the Comptroller General (OCG)
- Public Sector Employers' Council Secretariat (PSEC Secretariat)
- Tribunal Transformation and Supports Office (TTSO)

- Cabinet Operations (Office of the Premier)
- Treasury Board Staff (TBS)
- Provincial Treasury
- Tax Policy Branch

Independent offices – Government

Independent offices are responsible for carrying out important functions regarding to public sector organizations, from monitoring the performance of public sector organizations to ensuring compliance with provincial laws.

There are eight non-partisan statutory offices that support the work of the Legislative Assembly. These offices are headed by independent officers who are appointed by and report to, the Legislative Assembly. Independent Offices[6] that public sector organizations may engage with include:

- Office of the Auditor General
- Office of the Information and Privacy Commissioner
- Office of the Ombudsperson

KEY MESSAGES
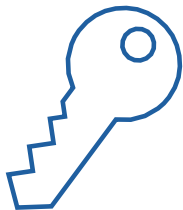
- *Governance of every public sector organization includes more than the board: there are a range of individuals, entities and other decision-making bodies that will interact with your organization and influence decisions.*
- *Every appointee should know and understand the range of individuals and organizations involved in the governance of their organization.*
- *As an appointee to a public sector organization, your actions are potentially subject to the same level of interest and inquiry as other members of the public sector, such as public servants and politicians.*

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[6] http://members.leg.bc.ca/key-resources/statutory-offices.htm

WHAT DOES EFFECTIVE GOVERNANCE LOOK LIKE?

Governance practices refers to how your board works together to make decisions and fulfill your role in governing a public sector organization. This includes everything from how you prepare for meetings and how meetings and hearing are conducted to how you work together with ministerial staff. The specific practices that are adopted by each public sector organization will vary, and some practices are prescribed in statutes or legislation.[7]

There is no single set of practices that will work for every public sector organization. The indicators of effective governance described below will help your team determine the specific practices that best suit your public sector organization.

Indicators of effective governance fall into two categories:

- Self-management: Does your board or tribunal work together effectively?
- Organizational governance: Does your board or tribunal govern your organization effectively?

The two categories are connected and mutually reinforcing but have distinct indicators.

Does your board or tribunal work together effectively?

There are ten indicators of effective self-management. As you review the list, consider: *Do we demonstrate this? Do we have a specific practice intended to achieve this?* (see also appendix)

1. **Alignment behind a clearly articulated mandate:** All members have a clear understanding of the mandate and understand how the organization's activities contribute to achieving the mandate.
2. **Clear roles and responsibilities:** All members understand their role on the board, as well as the role of all individuals and entities involved in the governance and management of the organization.
3. **Strong relationships:** All members establish healthy and honest relationships with all individuals and entities involved in governing the organization, including, where applicable, the ministry responsible.
4. **Earned trust:** All members and senior staff person trust each other to fulfill their respective responsibilities.
5. **An ability to engage in difficult conversations:** All members regularly discuss the most important issues facing the organization.
6. **Leverage board skills and experiences:** All members have the opportunity to contribute in ways that are aligned with their skills, competencies and experience.
7. **A focus on strategic issues:** The members' discussions relate to the strategic direction of the organization, and the organization's mandate is regularly referred to.
8. **A drive for continued improvement:** All members engage in regular self-assessment and professional development opportunities.
9. **A unified voice outside of board room:** All members demonstrate support and loyalty for the decisions, activities and mandate of the organization.
10. **A culture that focuses on outcomes and results:** The culture of the board and its' members enables effective responses to issues as they arise and demonstrates a bias towards function over formality.

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[7] For example, some organizations are required to have a minimum number of meetings each year

Does your board or tribunal govern your organization effectively?

Earlier in this module, we talked about the five principles of governance that will guide you in your board activities. Recalling these principles, they are:

1. Put the interests of citizens at the centre of decision making.
2. Behave with integrity, demonstrate strong commitment to ethical values and respect the rule of law.
3. Ensure openness and respectful engagement with all citizens.
4. Strive for outcomes that support healthy communities in British Columbia, including social, economic and environmental well-being.
5. Implement actions to achieve the organization's mandate.

Based on these principles, you know *what* governance looks like, but you should also have tools to determine *how* governance is carried out. Effective governance of your organization involves responsibilities in four areas:

- Providing oversight and monitoring in the public interest,
- Developing the organization's capacity and culture,
- Providing effective leadership, and
- Providing external context and perspective.

These four areas are defined further on the next page. As you read the descriptions, keep the guiding principles of governance in mind and consider the following questions:

- *How will your board or tribunal achieve this over the next year?*
- *How can you contribute in this area?*

Governing your organization – For governance boards

1. **Oversight and monitoring in the public interest:** The board is responsible for overseeing organizational performance and ensuring the activities of the organization align with the mandate. As a member, how do you know what is happening with the organization? What processes are in place to monitor the impact and performance of the organization? This includes robust internal controls and financial management. There should be tools, policies or processes for you to be able to actively monitor things like program performance, organizational risk, internal and external relations and financial controls without the need to immerse yourself in the work of management.

2. **Developing the organization's capacity and culture:** Together with the senior staff person, the board is responsible for building a common understanding of an organizational culture and philosophy that will best support your organization's mandate. This might mean actively working with the senior staff person to align behind the strategic priorities and routinely asking strategic questions related to these priorities.

3. **Effective leadership:** This entails ensuring that the organization's senior leadership has what it needs to succeed. It means there is a robust process for the *recruitment and selection* of the senior staff person that aligns with the current requirements of the organization, as well as ongoing *performance management*, and *supports* in the form of professional development opportunities, mentorship or coaching. How your board, and you, get involved in supporting the senior staff person should be determined in collaboration with them.

4. **External context and perspective:** As a diverse group of individuals, a public sector organization board can provide a variety of perspectives and insights to the work of the organization. As a board member you bring unique experiences, connections and knowledge that can inform your organization. Consider the economic, social and environmental impacts of the organization, and long-term sustainability of your work. In carrying out your role in governance, think about the following two areas where your knowledge can add important value:

    a. *Information and knowledge about current trends:* Ask what current issues and trends that you know of may impact the organization. What are external influences that are relevant to your public sector organization?

    b. *Building public trust:* Ask and discuss what you believe the public currently expects from your public sector organization. What relationships are important to the work of your organization? How can the board and the organization work to augment the relationships of the organization with key partners?

What does this mean for you?

> Effective governance begins with sound knowledge of your organization. Although you are not intended to be managing the organization, you must have ways to understand and know what is happening within the organization, especially related to the four areas above.
>
> For example:
> *Do you have some way of knowing whether staff are happy and valued by management?*
> *How are ethical values supported throughout the organization?*
>
> Consider organizing a tour of the operations or facilities (if applicable) or ask staff members other than the senior staff member to periodically give presentations to the board of their work.

What governance practices should your organization implement?

The specific practices that are adopted by each public sector organization to achieve the outcomes listed above will vary. To develop, review and adopt practices that will be effective for your organization it is important to consider strategies and tactics in each of the following three areas:

Figure 3 – Governance practices
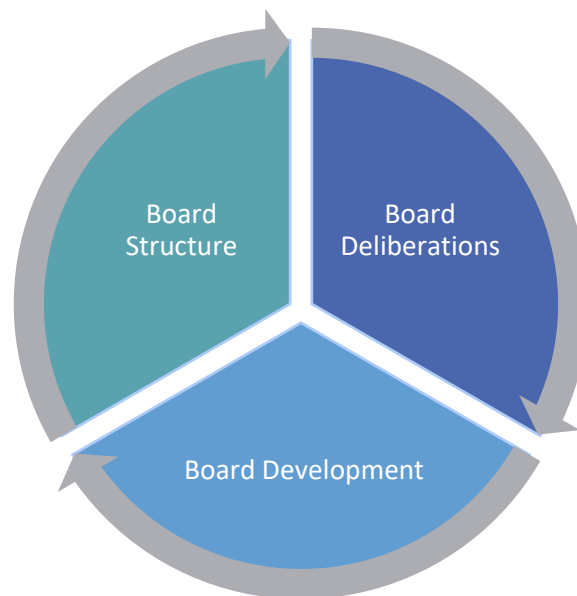
Board deliberations

Boards govern as a group: individual board members are not empowered with individual decision-making authority, regardless of role. For this reason, it is important to consider your board's practices when it comes to meetings.

Boards may meet as often as is necessary, or as is set out in applicable legislation, by-laws or terms of reference. Regular communication is important for successful operations. Some boards have policies and practices in place to establish communication tools between meetings, such as monthly reports to the board from the most senior staff person.

Critical components of effective meetings for all organizations include:

- **Information:** Are members equipped with timely information needed to participate in meetings or hearings in a meaningful way?
- **Organization:** Are meetings or hearings organized in a way that leads to successful decision-making?
- **Participation:** Does the meeting or hearing format enable meaningful participation from all members or parties?
- **Focus:** Are meetings focused on priority issues or deliberations? Are key questions facing the organization brought forward on agendas for discussion?

A key question to ask yourself after every meeting: *Did we have the conversation needed at this moment?*

Additional guidelines for meetings and a sample meeting evaluation are provided in the appendices.

What might this look like for you?

Consider: *Did you get materials in advance of the meeting? Is information about the organization easily accessible to you, in a way that is convenient? At board meetings, does everyone have an opportunity to contribute?*

Board structure

Boards have defined roles (e.g., Chair, Vice Chair, Treasurer) and may also utilize *committees* and *task forces* to carry out the work of the board. The orientation material for your respective organization will ideally include descriptions for each role. Based on your role, you may have specific responsibilities or tasks for each month of the year. These expectations may be outlined in a *board calendar* or *board workplan*, combined with your role description.

You may also have a terms of reference that defines the committee or working group purpose, composition and working procedures and help you function effectively.

As you become familiar with your organization's board structure, you may wish to consider the following questions:

- *Does each board member have a clearly defined outline of what is required of them in their role on the board?*
- *Are committees clear on their purpose, and are they currently necessary and important to the work of the organization?*
- *Is there clear communication between the committees and the board as a whole?*
- *Is it clear how appointees and committees are expected to interact with organization staff (if at all)?*

Core committees

The use of committees helps directors gain a more comprehensive understanding on matters requiring specialized decision-making or approval.

The four most common core committees of any governing board operate in the following areas:

- Finance
- Governance
- Human resources and compensation
- Audit

Board development

Ongoing skill development is a critical component of a high-functioning board. This begins with a robust orientation at the onset and is upheld through ongoing skill and professional development opportunities.

New members face both a content learning curve (knowing the organization's mission, goals and objectives) and a culture learning curve (how does the board organize itself towards these goals). Think of orientation as a process, rather than a one-time event. The objective is to help new members become as effective as possible as soon as possible. This includes general information about governance, as well as specific information about the public sector organization. Ongoing education may take place as part of regular meetings, as part of an annual retreat, government organized forums or in separate educational sessions. The education program for appointees is typically funded by the public sector organization.

What might this look like for you?

For your public sector organization consider the following:
- *How do we equip new members with the knowledge and the cultural context necessary to contribute as a member?*
- *How do we transfer knowledge between members?*
- *How do we foster and encourage ongoing skill development for members, aligned with the current requirements of the organization?*
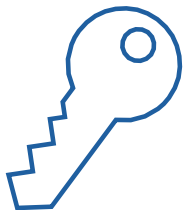
KEY MESSAGES
- *Effective boards of public sector organizations will have defined and explicit practices that support their work in three areas: board structure, board deliberations and board development.*

WHAT DOES ALL THIS MEAN FOR YOU?

As one member of a team, it is not up to you to take responsibility for everything the board is intended to do. Your areas of responsibility and focus will depend on your role in the board, your areas of interest and expertise as well as any committees or task forces you are a part of.

How to be a great member in any role

Regardless of role, you can have a significant impact on the public sector organization where you have been appointed by taking personal responsibility for the following behaviours and actions:

- Exercise due diligence and be prepared for meetings and discussions
- Learn about your organization
- Work within the mandate
- Be prepared to articulate independent views and provide respectful feedback in an effective manner
- Be respectful of, and remain open to, the views and perspectives of others
- Disclose to the organization any information that could be considered material to the organization's business or operations
- Maintain confidentiality and not disclose information discussed in confidence
- Work with the chair to identify specific areas where you can contribute
- Ask good questions related to the five principles of citizen-centred governance

Put it to practice

Consider again the five principles of citizen-centred governance. Fill out the columns below with ways that your organization could demonstrate these principles, as well as good questions related to each of the principles.

Principle	What this might look like at your organization	Good questions you can ask related to this principle
1. Put the interests of citizens at the centre of decision making.		
2. Behave with integrity, demonstrate strong commitment to ethical values, and respect the rule of law.		
3. Ensure openness and respectful engagement with all citizens.		
4. Strive for outcomes that support healthy communities in British Columbia, including social, economic and environmental well-being.		
5. Implement actions to achieve the organization's mandate.		

APPENDIX 1 – ROLES AND RESPONSIBILITIES RELATED TO GOVERNANCE OF PUBLIC SECTOR ORGANIZATIONS

Legislative Assembly
The Legislative Assembly consists of elected members who represent the public interest. The Legislative Assembly approves legislation to create (or dissolve) public sector organizations, and they also set the mandate for public sector organizations and enact the legislation that impacts public sector organization governance. The Legislative Assembly allocates public funds to public sector organizations through the annual budget.

Cabinet
Cabinet is the executive council of the B.C. government and is made up of ministers responsible for specific portfolios. Cabinet decides the policies and direction of the B.C. government, approves mandate letters for Crown corporations, determines the funding and revenue generation capacity for public sector organizations where applicable and approves or rescinds appointments made by Order-in-Council.

Responsible ministry
Each ministry of government is responsible for a specific area of public policy, government function or service delivery, including services provided through public sector organizations. public sector organizations in B.C. are assigned a "ministry responsible". There are three key roles within the ministry: Minister, Deputy Minister and ministry staff.

Minister responsible
Cabinet Ministers are members of the Legislative Assembly appointed by the Premier as designated ministers in charge of specific government ministries. Most Cabinet Ministers are responsible for one or more government ministries and its associated public sector organizations. As the primary link between the government and the public sector organization, Ministers are held accountable to the government for the performance of the ministries and public sector organizations.

For many public sector organizations, the Minister communicates the government's priorities, performance expectations and policy direction through an annual Mandate Letter (which is approved by Cabinet) or similar letter of direction, and the Minister meets regularly with the Chair, as appropriate. If the organization is required to produce Service Plans and Annual Reports, they are reviewed and approved by the Minister responsible.

Deputy minister

Each ministry has a Deputy Minister (and in some instances an Associate Deputy Minister) who is responsible for the day-to-day operation of the ministry. Deputy Ministers lead ministries to implement the Government of B.C.'s strategic corporate agenda and government policy.

The Deputy Minister works with the senior staff person of public sector organizations to ensure alignment with current mandates, provide the minister with the information required to make informed decisions and to implement decisions made by the Minister and Cabinet with respect to public sector organizations. In some cases, the Deputy Ministers may receive delegated authority from the Minister responsible to work directly with the Chair.

Ministry staff

Ministry staff support the work of the Minister and Deputy Minister in several ways. As delegates they may provide secretariat support to advisory boards, may review and advise on the organization's Mandate Letters, Memorandum of Understanding, Service Plans and Annual Reports (if required), and may ensure appointees are paid consistent with Treasury Board direction.

Boards of directors, advisory board and tribunals

The board of directors, advisory board or tribunal ensures the organization complies with government's policies and legislation and is accountable for performance in upholding the public interest, and ensuring that citizen-centred governance is implemented.

There are two main roles within a board or tribunal:

> (1) Chair, and
> (2) Directors or appointees

Chairs of governing boards

As the main link between government and the public sector organization, the Chair's role includes communicating appropriately with the minister responsible (or her delegate) to advise on issues that materially impact the business of the organization or the interests and accountabilities of the Minister and government.

The Chair provides leadership to ensure the board can effectively govern a public sector organization. The Chair guides board activities and works closely with the senior staff person to cultivate an effective relationship between the board and public sector organization executives.

Tribunal Chair

Tribunal Chairs are appointed to hold office and provide adjudicative leadership to tribunal members. A tribunal Chair is responsible for the effective management and operation of the tribunal and is also considered a "member" of the tribunal and, as such, may also serve as an independent, statutory decision maker.

Directors of governing boards

Individual board members collectively govern the organization in a manner consistent with their mandate and policy directions. The board is held accountable for the performance of the senior staff person and senior executive. Board members, working together, execute the board responsibilities set out in the public sector organization's enabling legislation or incorporating documents, other applicable legislation, board charter, by-laws or terms of reference. Board effectiveness depends on all members understanding their responsibilities and adhering to a high standard of performance.

Tribunal members

Tribunal members serve as independent statutory decision makers. Members have a duty to adjudicate and make decisions within the context of the tribunal's enabling legislation, the common law and the legal principles of natural justice and fairness. Members do not have responsibility for the management and operation of the tribunal.
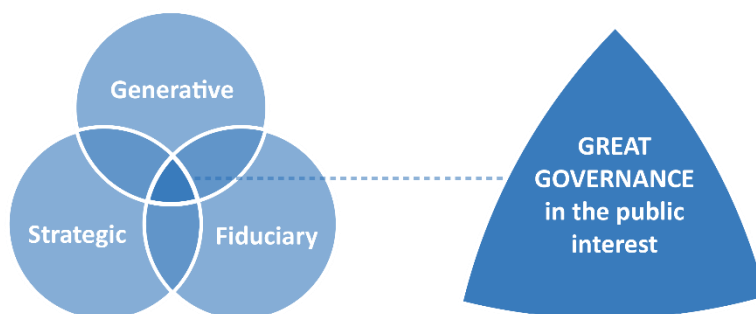
Senior staff person

While boards have broad oversight and governance roles for public sector organizations, the role of the senior staff person is to provide executive direction for the day-to-day operations of a public sector organization, implementing the strategic priorities set by the board.

APPENDIX 2 – THREE MODES OF GOVERNANCE: THREE TYPES OF CONVERSATIONS

Figure 2.1 – Three Modes of Governance

	FIDUCIARY	STRATEGIC	GENERATIVE
Function	Legal, operational and oversight duties	Develop a plan to meet the organizational mandate	Align behaviours, practices and actions with the mandate
Driver	Internal governance policies and meeting public sector compliance requirements	Analysis of trends as well as evaluating strengths and opportunities	Reflection on values, culture and commitment to the core mandate
Key questions	*Can we afford it? Is it legal? Are we doing it right? Is this within our mandate?*	*Is this the best way to achieve our goal? What external factors may influence the outcomes of our strategy?*	*Are we asking the right questions? What assumptions are we making about our mandate?*

Three types of conversations

Think of the three modes of governing as three different types of conversations that need to happen at the board table. These conversations become tools that help board members can use to become empowered to make the right types of decisions, harness the collective wisdom of the board and improve board performance.

Sample Fiduciary Questions	Sample Strategic Questions	Sample Generative Questions
What do we hold in trust, and for whom?	*What is our plan to achieve that?*	*Do we understand why we exist?*
What are the fiduciary, but non-financial, roles of our board?	*How do we best use our strengths?*	*Have we set the right priorities?*
Have we included the interests and needs of all B.C. citizens?	*Have we included the interests?*	*Are our decisions conceived with the interests and needs of all citizens?*
Do the activities of the organization demonstrate fairness and respect to all B.C. residents?	*What external factors might affect our organization? What opportunities or threats do these factors create?*	*Does our organization facilitate equitable access to services and meaningful participation for all B.C. citizens?*
How do we know the organization is fulfilling its mandate?	*What interventions will be most effective in achieving our expected outcomes?*	*Does our work demonstrate responsible environmental stewardship?*
Does a proposed initiative effectively advance our mandate, or align with our legislation?	*Do the actions of our organization support healthy communities in B.C.?*	*What values, beliefs, and assumptions are necessary to advance our mandate?*
What safeguards do we have in place?	*How has our operating environment changed in the last couple of years, and what changes do we expect in the next couple of years?*	*How does this impact the vision or purpose outlined in our mandate letter?*
What are our major risks? What are we doing as a board and an organization to address them?	*How do these changes affect our ability to deliver our mandate?*	*Have we asked the right questions? Are there other perspectives we should be considering?*
Is this right? Will this lead to harm?	*What are our strategic priorities?*	*What can we learn from this?*
Have we fulfilled our reporting, legal and financial responsibilities?		*Are we remaining authentic to our mandate?*
		Who are we really serving?
What fiduciary questions would it be beneficial for your board to discuss?	*What strategic questions would it be beneficial for your board to discuss?*	*What generative questions would be beneficial for your board to discuss?*

APPENDIX 3 – BOARD SELF-MANAGEMENT EVALUATION

Indicator	Does our board demonstrate this?		
	Yes	**No**	**Not sure OR There is room for improvement**
Alignment behind a clearly articulated mandate			
Clear roles and responsibilities			
Strong relationships			
Earned trust			
An ability to engage in difficult conversations			
Leverage board skills and experiences			
A focus on strategic issues			
A drive for continued improvement			
A unified voice outside of board room			
A culture that focuses on outcomes and results and timely decisions			

1. **Alignment behind a clearly articulated mandate**
   - Are all board members clear on the mandate of the organization?
   - Do board members demonstrate loyalty and support for the organization's mandate?
   - Do board members take active steps to ensure partners, stakeholders, colleagues and citizens are clear on the mandate, and can clearly understand the connection between the organization's activities, and it's intended purpose?
   - Do board members approach decisions and discussions based on the mandate?
   - Is leadership and staff clear and aligned behind the mandate?
   - Do stakeholders understand the mandate?

2. **Clear roles and responsibilities**
   - Are all board members clear about their role on the board, and how they are intended to contribute?
   - Does the board clearly understand all the entities and individuals who are involved in the governance of your public sector organization?
   - Does the board clearly understand the role of the senior staff person, and their role in supporting the senior staff person?
   - Are all board members clear that, in their role on the board, they are not intended to advocate for any particular interest or constituent group, but in the public interest of all B.C. citizens?

3. **Strong relationships**
   - Does the board (via the board chair) have a healthy and honest relationship with ministry executives (where applicable) and other entities and individuals that are involved in the governance of the organization?
   - Does the board support and foster relationships with organizations and individuals that are important to achieve the objectives of the organization?

4. **Earned trust**
   - Have the board and senior staff person developed a trusting relationship through constructive inquiry and dialogue?
   - Does the board have a relationship with the senior staff person that enables them to ask constructive and strategic questions about the most salient issues facing the organization?
   - Do board members trust each other, and the senior staff person, to make empowered decision-making? Or is there a culture of micro management based on an absence of trust?

5. **An ability to engage in difficult conversations**
   - Do board members have relationships with each other that enable honest, constructive conversations?
   - Does your board regularly discuss the most important issues facing the organization, no matter how contentious, controversial or difficult?
   - Is the board willing and able to ask the senior staff person difficult questions?

6. **Leverage board skills and experiences**
   - Do board members have an opportunity to contribute on committees, task forces or take on board roles that are aligned with their skills, competencies and experience?
   - Do board conversations, discussions and decisions enable the inclusion of the diverse opinions and experiences of each board member?

7. **A focus on strategic issues**
   - At board meetings, do board discussions and questions relate to the strategic direction of the organization?
   - Does the board spend the most amount of time on the most important issues?
   - Are the mandate and priorities outlined in your organization's service plan (where applicable) referred to on a regular basis by board members?
   - Are the questions raised by your board members strategic or generative in nature?

8. **A drive for continued improvement**
   - Do board members actively seek out and take advantage of professional development opportunities?
   - Does your board or organization provide professional development opportunities for board members?
   - Does your board conduct self-evaluation on an annual basis, at a minimum?

9. **A unified voice outside of board room**
    - Do all board members support all decisions that are made outside of meetings? (Even if they disagree with one another during the meeting?)
    - Do board members demonstrate support and loyalty to the decisions, activities and the mandate of the organization, despite any differing perspectives that exist?
    - Does the board explicitly identify messaging and channels of communication to the public and B.C. citizens, based on the decisions that are made, and demonstrating a unified voice?

10. **A culture that focuses on outcomes and results**
    - Does the culture of the board empower leadership?
    - Do board practices demonstrate a bias towards function, action and effectiveness, versus procedural technicalities and the formal process? (e.g. bias towards function over form)
    - Does the culture of the board enable effective responsiveness to different issues as they arise, notably items or issues that are not anticipated?

APPENDIX 4 – BOARD GOVERNANCE SELF-ASSESSMENT

Indicator	How will your board do this in the next year?	How can you contribute in this area?
Oversight and monitoring in the public interest		
Developing the organization's capacity and culture		
Effective leadership		
External context and perspective • **Information and knowledge about current trends** • **Building public trust – open and stakeholder engagement**		

APPENDIX 5 – BOARD MEETING CONSIDERATIONS

Rules of order

The board is responsible for setting its own meeting protocols. Boards may adopt whatever discussion and decision making processes work best for them; be it consensus building or a more structured approach such as the use of Robert's Rules of Order.

There may be times when board decisions are not unanimous. Negative votes or abstentions can be recorded at the request of the person so voting. However, once a majority decision is made, individual members must respect the collective board decision. At the conclusion of every meeting the board speaks with one united voice.

> **Rules of order**
>
> *Rules of order are procedures by which meetings can be conducted in an orderly fashion, issues debated and motions passed according to the majority but with due regard to the rights of the minority. For the most part, rules of order are based on common sense and the need to move through an agenda efficiently. Key elements include: duties of the chair or speaker, agendas and minutes, motions, amendments, quorum, conflict of interest and other guidelines to support running a successful meeting.*

Meeting minutes

A process should be in place to ensure board minutes are made available in a timely manner. This includes a process for review of the minutes before they are shared more broadly.

Open, closed and in-camera sessions

Generally, it is recommended that board meetings are open to the public where full and frank discussion, openness, transparency and accountability are encouraged. Supporting a citizen-centred approach to governance means conducting as much business as possible in the open session portion of board meetings subject to any legislative provisions specific to your organization.

The **closed session** is where the public is excused and the board/executive discuss those items that are more confidential in nature and not appropriate for the open session. Although as much as possible should be addressed in the open session, there are many topics that could be covered in the closed session. Subject to legislative restrictions, any closed session decisions should be communicated at the next open session.

The **in-camera session** is a best practice of high performing boards, where the executive is excused and the board has an opportunity for a round table discussion of the meeting topics and content. For transparency, in-camera sessions can occur along with regular board meetings rather than occurring irregularly on an ad hoc basis and should be reflected on the board meeting agenda. Subject to legislative requirements to disclose such information, in-camera discussions should always remain confidential, as they usually relate to sensitive board matters. Confidential minutes of decisions made during in-camera sessions should be kept and roles and responsibilities should be established.

Not all matters that individual board members wish to raise are appropriate for discussion in an in-camera or closed session. In-camera and closed sessions are designed to address specific sensitive matters. Without limiting the full scope of topics, some examples could include:

- To discuss particularly sensitive matters within the responsibility of the board, such as litigation, awarding a contract, conflict of interest, labour relations, or executive performance
- To discuss sensitive internal board governance matters
- To review the performance and compensation of the senior staff person, in the absence of resource officers or others who are not members of the board
- To seek advice on the appropriate way to raise issues of concern in cases where a board
- Member may be reluctant to speak during the open portion of a meeting

Other meeting considerations:

There may be other processes and procedures a board may wish to formalize, including but not limited to:

- Required amount of notice to the board for the inclusion of an unscheduled matter on the agenda;
- Use of consent agendas[8] to increase meeting efficiency; and
- Requirement for consent of the board chair for electronic recording of a meeting.

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[8] A consent agenda is a component of a meeting agenda that enables the board to group routine items and resolutions under one umbrella. As the name implies, there is a general agreement on the procedure. Issues in this consent package do not need any discussion before a vote. Unless a board member requests the removal of an item ahead of time, the entire package is voted on at once without any additional explanations or comments.

APPENDIX 6 – BOARD MEETING EVALUATION

Date of Meeting: _____

With the following scale, provide a rating for each of the statements below:

1	2	3	4	5	N/A
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable

	RATING
1. INFORMATION	
I received the package at least 4 days prior to the meeting.	
I received sufficient information to prepare me to participate and enable me to make informed decisions.	
The written information summarized the issues and agreed actions clearly.	
2. ORGANIZATION	
The meetings started within 3 minutes of the scheduled start time.	
We completed our agenda for the meeting.	
The meeting ended within the scheduled time frame.	
3. PARTICIPATION	
Members were encouraged to participate in discussions.	
I participated in the discussion as much as most other members.	
My contributions to the discussion helped influence our decision-making.	
The chair ensured no one dominated the discussion.	
4. EFFECTIVENESS	
Our discussions stayed on track.	
Our agenda included the issues which I think were appropriate and important.	
The amount of time we spent on each agenda item corresponds to its relative importance.	
We dealt with conflict constructively and respectfully.	
We made decisions with clear reference to our purpose and mandate.	
After discussion of an agenda item, members' next steps and responsibilities were clear.	
The meeting was productive.	
The board refrained from discussion of the operations of the organization.	
5. OVERALL RATING	
Comments:	

APPENDIX 7 – ROLE OF THE CHAIR

As the main link between government and the public sector organization, the Chair should communicate regularly with the minister responsible or her delegate to advise on issues that materially impact the business of the organization or the interests and accountabilities of the minister and government. The Chair provides leadership to ensure the board can effectively govern a public sector organization. The Board Chair guides board activities and works closely with the senior staff person to cultivate an effective relationship between the board and organization executives.

Responsibilities of the Board Chair include:

- □ Establishing a culture of active and constructive board engagement, including:
    - o Effectively facilitating open, candid dialogue and encouraging healthy debate among board members
    - o Leading the board to bring consensus and closure on critical issues

- □ Managing board business and performance reviews, including:
    - o Evaluating the board, committees and board members
    - o In concert with the board, ensuring regular board chair evaluations

- □ Managing conflicts of interest

- □ Building and maintaining a sound working relationship with the senior staff person, the minister responsible and other government representatives

- □ Engaging with the Crown Agencies and Board Resourcing Office regarding board recruitment, performance management and ethical conduct on the board including conflict of interest identification and management

- □ Serving as the board's spokesperson when communicating with colleagues, public sector organization executives, the public and government

The role of Vice Chair is to assist the Chair in the duties outlined above. Under temporary and unexpected circumstances, when the Chair is unable to fulfill their duties, government may ask the Vice Chair to assist in carrying out some of the Chair's duties until a new Chair is established.

APPENDIX 8 – COMPONENTS OF A SUCCESSFUL COMMITTEE

Specific terms of reference: This is a definitive statement that clearly describes the purpose of the committee, time frame, membership composition (the kinds of people the board wants on the committee), authority and major areas of responsibility.

An effective Chair: The Chair is key to an effective committee. They set the tone, pace and strategies. They must be thoroughly acquainted with the mandate of the organization and the part the committee plays in the achievement of those goals. They delegate tasks, coordinate activities and provide an atmosphere in which thoughtful deliberation is possible.

Committee members thoughtfully appointed: Members need an understanding of the goals of the committee and some skills that would assist the committee to achieve them.

Reports: Reports are either prepared regularly for the board, providing updates of accomplishments and challenges and providing recommendations, or may be a final report at the completion of the committee's tasks, including their findings and recommendations.

Regular evaluation/review: This process would involve determining that the terms of reference had been followed and deciding if they need to be revised, evaluating the effectiveness of the committee and determining who the members of the committee will be for the next term. This should ideally be conducted yearly.

APPENDIX 9 – BOARD SKILLS MATRIX

This template can be useful to assess the current skills, experiences, and backgrounds of your board, to inform skills and traits that may be important to either: a) develop further, or b) look for in prospective board members.

	Name 1	Name 2	Name 3	Name 4	Name 5
DEMOGRAPHICS					
Gender identity/sexual orientation					
Generational perspective					
Visible minorities/Indigenous peoples					
Persons with disabilities					
Connection to community we serve/lived experience related to our mission					
(Other identities relevant to our mission)					
GOVERNANCE					
Board experience					
Not for profit					
Public/Crown corporation					
Private/commercial					
Board leadership					
Committee (board or council)					
Corporate leadership					
PROFESSIONAL EXPERIENCE					
Accounting/finance					
Community/social services					
Corporate/business					
Education/training					
Government					
Labour leadership					
Law					
Not for profit / charity					
Other ( )					
SPECIFIC KNOWLEDGE / SKILLS					
Accounting/financial management					
Advocacy					
Capacity building					
Community organizing					
Equity/inclusion					
Event planning					
Fundraising					
Governance					
Government relations					
SPECIFIC KNOWLEDGE / SKILLS					

	Name 1	Name 2	Name 3	Name 4	Name 5
Human resources					
Leadership/people management					
Legal					
Marketing/communications					
Meeting management					
Organization design					
Public speaking /outreach					
Program delivery					
Policy development					
Risk assessment/management					
Strategy/planning/implementation					
Volunteer engagement					
Diverse cultural competency					
(Other skills related to mission)					
AREAS OF INFLUENCE					
Business/industry					
Community development/not-for-profits					
Ethno-cultural communities					
Government (civic, provincial, federal)					
Labour & workers					
Media/advertising					
(Other sectors/communities related to mission)					
THINKING STYLE					
Fiduciary					
Strategic					
Visionary					
HIDDEN TALENTS					
NOTES & INSIGHTS					

Crown Agencies and Board Resourcing Office (CABRO)

tinyurl.com/BoardsofBC