Powell River Action Centre Society

Board Performance and Development

Policy – 2024

This Policy is two-fold:

1. Processes and procedures the organization will require for board development.
2. Processes and procedures required for board evaluation.

Policy Board Development

To ensure that each board member performs at their best, The Powell River Action Centre Society – Food Bank board and staff will identify board development needs. This process will be an ongoing process; however, the initial draft of the plan will be presented by the second meeting past the AGM. The first analysis will be to determine the strengths of individual board members in order to inform what the development plan will contain. Through our own research, we have determined the following to be the five key steps in an initial analysis:

1. **Conduct a board self-assessment.** By survey, interview, and/or evaluation form. This will be completed by individual board members before the second meeting past the AGM. Board members will assess their own skills and competencies, as well as their individual vision for overall effectiveness of the whole board and bring this assessment to the working meeting where the annual plan will be drafted.

2. **Request feedback from stakeholders**. Gathering feedback from stakeholders such as staff, donors, and new and existing board members will be completed by the Chief Staff Person and the IT Tech within 6 weeks of the AGM. Feedback will help identify areas where stakeholders believe the board will be most effective. Similarly to board self-assessment, this will be done through surveys and/or individual interviews with a report ready for the working meeting to develop the annual plan.

3. **Conduct a skills audit**. Determine which specific skill sets and expertise current board members bring to the board and compare those with the skills and expertise necessary for The PRAC – Food Bank to succeed. This will identify a specific area, like finance, IT, or marketing, where board members can best use their skills set.

4. **Analyze board performance**. Board members are required to volunteer a certain amount of time each year beyond regular board meetings. There is no set amount of time, either minimum or maximum, it will be determined annually by the new board at their first meeting. This time could include board committee attendance, contributing to meeting discussions, participating in committee meetings with other community groups, assisting in fundraising events, etc. Expected availability for this time will be written in to the draft board plan annually, and at the beginning of the third quarter the board will meet to assess the data and report on their successes, challenges, and effectiveness.

5. **Review best practices and benchmarks for board governance**. Board members are encouraged to review governance models, board policies, and board evaluation processes. Board members will do their own research in this area, bring reports to their respective committees with information, and make recommendations to the board as a whole.

Based on the results of the assessments and analysis, a board of directors' development plan will be created to address the identified development needs. The plan will outline specific goals and activities that will be undertaken to improve the board's skills, knowledge, and effectiveness. This plan will be the main agenda item of the second meeting past the AGM and will be considered a living document that will adjust as required throughout the year.

Board Development Plan

The Board of the Powell River Action Centre Society – Food Bank will use the following to inform a board development strategic plan.

1. **Set clear goals and objectives**. These goals will be measurable, achievable, and aligned with the Food Bank mission.

2. **Collect data**. Collect members' evaluations, surveys, annual reviews, board self-assessments, and stakeholder feedback.

3. **Analyze the data**. Use various metrics for measuring success, including board composition (gender, ethnicity, and professional background), engagement (participation of individual board members in meetings and other activities), and training.

4. **Report findings**. Report findings to the board and relevant stakeholders. Share successes and challenges and make recommendations for improvements.

5. **Adjust the plan**. Use the findings from the evaluation to adjust the non-profit board development plan. If necessary, revise goals, change strategies, and adjust timelines. Also, keep the board and stakeholders informed of any changes.

At the first meeting past the AGM, when the board elects their Executive, and Committees are struck, a plan will be discussed, determined by analysis of the previous year Annual Reports, both organizational and financial, to identify initial goals and objectives for the committees and the board as whole for the coming year. The Board members will be required to begin the process to evaluate and create their plan for the coming year.

Board Development topics to be discussed include recruitment, performance assessment, orientation and training, governance, fundraising, support and recognition, and board succession planning.

Each Committee will identify goals pertinent to the mandate of that committee and develop deliverables and measurables for those goals.

Each committee will report at the board meetings on work done to date, including challenges, successes, and next steps.

During the third quarter of the fiscal year the board will analyze their work to measure successes considering the following 4 pillars. Results of this analysis will be included in the Society Annual Report and presented at the AGM.

1. People Quality, Diversity, Focus, and Dedication: A board's effectiveness consists of the people who socialise, interact, learn, make sense of situations, and reach decisions in the boardroom. Their quality, diversity, focus, and dedication are often what makes or breaks a board's ability to perform effectively.
2. Information Architecture: Information is best when it is designed in a way that informs the board about all the essential activities undertaken by the company and the issues facing it. Information from internal and external sources will assist the organization and best inform the board when prioritizing key issues.
3. Structures and Processes: Board structure and process is ever evolving. There will be different key processes to focus on at different time of the year and in different years such as sustainability, social impact, and/or technology.
4. Group Dynamics and Board Culture: Dynamics are fundamentally linked to effectiveness and success for a board. Pathologies must be identified and considered when the strategic planning is being developed. Things to watch for include routine, fragmented, conflicted, secretive, and group think tendencies. Disruptive and dominating board members hinder effectiveness. Dynamics openly or clandestinely being employed to

hinder governance will cause failure. Cultivating respect for differences in opinion, the ability to raise issues safely, detailed expectations, and open dialogue with clear rules of engagement will ensure equal participation and accountability.