

Nunavut Impact Review Board

Board & Responsibilities Workshop

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TYPES OF BOARDS

GOVERNING BOARD

- ULTIMATE ACCOUNTABILITY
 - POSITIONED AT THE TOP OF THE ORGANIZATION
 - AUTHORITY EXCEEDED ONLY BY GOVERNMENT
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ADVISORY BOARD

- GIVE COUNSEL, NOT GOVERN
 - ADVISE A GOVERNING BOARD, CEO OR OTHER STAFF
 - AUTHORITY DETERMINED BY ORGANIZATION OR BY LAW
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LINE BOARD

- WEILD AUTHORITY OVER SUBORDINATE POSITIONS
- NOT AT TOP OF ORGANIZATION
- REPLACES A SINGLE MANAGER OR LINE MANAGEMENT

WHICH TYPE OF BOARD IS THIS ONE ?

A GOVERNING BOARD

AN ADVISORY BOARD



A LINE BOARD

BOARD'S RESPONSIBILITIES

Governance is :

- Bridging between owners (Population of Nunavut) and NI RB Operations
- Expressing organizational values in the largest form, particularly vision, prudence and ethics
- Assuring executive performance

BOARD'S RESPONSIBILITIES

Governance is not:

- Keeping up with staff
- Helping staff
- Being on internal committees
- Approving day to day staff plans
- Combing through budget details

BOARD'S RESPONSIBILITIES

Board members are responsible for:

- The integrity of governance & its own development
- Determining the vision
- Taking control of policy (Values)
- Ends (Vision)
- Executive Limitations
- Governance Process
- Board-Staff Linkage

BOARD'S RESPONSIBILITIES

Responsibility for itself:

- Moral ownership
- Obligation for board performance
- High performance team
- Mandate and job description

Fiduciary responsibilities:

- Crafting policy to guide fiscal planning
- Crafting policy to safeguard position
- Monitoring fiscal management

BOARD'S RESPONSIBILITIES

Governance Principles:

Ends/means principle

- The board will prescribe the ends (What is NI RB for)
- Stay out of the means (How the work gets done) except to say what is unacceptable

The board speaks with one voice

- When we speak as individuals, Senior Management can take it or leave it
- When we speak as a group, it's a mandatory directive for Senior Management to follow

BOARD'S RESPONSIBILITIES

Information requirements - are our criteria being met?

- Decision making information Forward
- Monitoring information Backwards against criteria
- Incidental information Selecting from the mass of data available - often the only and poorest information boards use

BOARD'S RESPONSIBILITIES

How to get information at board level:

- Executive report Internal
- External report Third party
- Direct inspection Least preferable

SENIOR MANAGEMENT'S RESPONSIBILITIES

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Planning:

- Confirm strategic direction & policy of the board
- Perform situational analysis & filter information based on fact
- Select key issues & develop strategic market/business plan for college
- Ensure plans of campuses are integrated and in alignment with direction of the board
- Build a supportive environment of ownership for change

SENIOR MANAGEMENT'S RESPONSIBILITIES

Establish strategic NI RB goals in key areas:

- Market Client, Business Mandate, Services
- Process Systems, Organizational Structure
- Human Skills, Competencies, Reward Resource & Recognition
- Financial Develop, have approved and meet revenue and budget projections

SENIOR MANAGEMENT'S RESPONSIBILITIES

Administer / direct transformation initiatives:

- Develop a tactical scorecard, then measure & track progress
- Authorize resource requirements & business case investments
- Remove roadblocks, then direct/approve implementation
- Liaison with board, stakeholders, other government departments, private sector customers & unions

FUNCTIONAL RESPONSIBILITIES

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Planning:

- Confirm strategic goals & objectives & align with strategies
- Develop functional business plan
- Establish ownership for functional tactics
- Develop implementation & communications plans
- Develop ongoing measurement plans
- Build a supportive environment for change

FUNCTIONAL RESPONSIBILITIES

Manage continuous improvement initiatives

- Develop business cases
- Create ownership for tactics & initiatives
- Deploy objectives to improvement/change
- Develop indicators and targets
- Track progress of improvement/change
- Select workable solutions, test & implement
- Measure success/impact of solutions implemented
- Report back to senior management and board