

BOARD GOVERNANCE RESOURCES

Supports designed to help board members of early learning and child care centres understand their roles and responsibilities.

AVAILABLE IN ENGLISH & FRENCH



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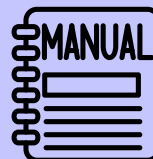
The Basics of Board Governance: An Online Board Orientation Resource for Early Learning and Child Care Centres



Videos on How to Run an Effective Board Meeting & Annual General Meeting (AGM)



Board Governance Books



Customizable Best Practices Board Orientation Manual



Workshop Slide Decks & Recordings Including: Who Does What? Conflict of Interest, Financial, HR & Legal Oversight

COMING SOON

Templates on Managing Responsibilities of the Executive Director and Board Effectiveness

FREQUENTLY ASKED QUESTIONS

ROLE OF THE BOARD

What is the role of the Board versus the Executive Director?

The Board is responsible for governance: setting direction, overseeing risk and finances, approving policies, and hiring and evaluating the Executive Director. The Executive Director is responsible for managing the day-to-day operations of the centre and implementing the Board's decisions and policies. ***The Board governs; the Executive Director manages.***

RESPONSIBILITY TO THE EXECUTIVE DIRECTOR

What should the Board do if the Executive Director is having performance management issues?

The Board, normally through the Board Chair, is responsible for managing the Executive Director's performance. Ideally, at the beginning of the year, the Executive Director sets goals in collaboration with the Board. The expectations should be clear, and a midyear review can be a good opportunity to course correct. If there are concerns raised during the year about performance, they need to be documented, and the Executive Director should be allowed to respond, and then provided with appropriate support to improve. ***If the performance management process is done well, there will be no awkward surprises.***

BOARD CODE OF CONDUCT

How should we manage a conflict of interest?

A Board member should disclose any actual, potential, or perceived conflict of interest as soon as they become aware of it. If the person in conflict does not come forward, another Board member can raise it with the Chair, who then brings it forward to the member. The member should not participate in discussion or voting where they have a conflict, and the conflict and the steps taken to manage it should be recorded in the minutes. ***When in doubt, disclose.***

MEETING BEST PRACTICES

Our meetings are very long. Are there some ways to shorten them without sacrificing the Board's oversight role?

Yes. Effective meetings are usually the result of good preparation and a well-structured agenda. Send materials in advance and expect Board members to read them before the meeting. Clearly identify items that are for information, discussion, or approval, and use the agenda to focus discussion where the Board's input is actually needed. The Chair should keep the meeting moving, park items that can be dealt with elsewhere, and encourage issues that do not require the full Board to be handled offline. ***The goal is not shorter meetings—it is better use of the Board's time.***

MANAGING SENSITIVE SITUATIONS

What should a Board member do if a staff member makes a complaint directly to them?

Board members should listen respectfully but should not investigate or attempt to resolve the complaint themselves, as it is not their responsibility to handle employee issues. They should refer the staff member to the Executive Director or the appropriate process, unless the complaint concerns a serious allegation against the Executive Director, in which case the Board member would bring it forward at the next in camera. These situations are very rare, and in almost every case, it should be left to the Executive Director to respond. ***Let the Executive Director manage staff.***