



## BOARD ORIENTATION MANUAL

NOVEMBER 2018

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## ORGANIZATIONAL INTRODUCTION & BACKGROUND

Welcome to the Ringette Canada Board of Directors. We appreciate your willingness to help us deliver on our vision of being the world leader in growing ringette. We hope that you will find serving on the Ringette Canada Board a rich and rewarding experience.

As a Director, you and your fellow board members are responsible for establishing our strategic direction, ensuring our compliance with all applicable legal requirements, and keeping Ringette Canada financially healthy. This manual will help you understand your rights and responsibilities as a Director so that you can effectively carry out these duties. We encourage you to refer to it whenever you have questions about your Board service. Before you begin reviewing this manual, you should remember that you are not alone. When exercising your responsibilities, you may draw from the expertise of your fellow Directors and management. Please note that when needed, Ringette Canada also retains the expertise of outside specialists to assist the association. These individuals include legal counsel, independent auditors and insurance brokers.

To meet the expectations from our partners and stakeholders, Ringette Canada has created [Foundational Statements](#) to reflect current state, future state and expectations of how we will service our stakeholders and deliver our programs.

Ringette Canada has defined a core set of business values to enhance our work and strengthen our relationships. The following business values, along with our adherence to the True Sport principles, reflect our passion for, and our shared commitment to the sport of ringette.

### *WE BELIEVE IN:*

**I**nnovation: We invest wisely. We take chances and manage risks. We are stewards of the game.

**C**ollaboration: We are in this together. We include diverse perspective to enrich our experience. We purposefully create a safe and welcoming work environment.

**A**ccountability: When we live our values, we manage and lead with integrity. We operate with transparency and communicate proactively. We take responsibility for our actions and learn from our mistakes.

**R**espect: For the game. For the rules. For our heritage. For each other.

**E**xcellence: We demand quality. We offer world leading programs and services. We bring our best to each situation.

Ringette Canada and the National Ringette League are True Sport members and adhere to the [True Sport Principles](#). More information on the True Sport Movement can be found at <https://truesportpur.ca/>

A great resource for all Board members is the Ringette Canada website at [www.ringette.ca](http://www.ringette.ca). We encourage all Board members and stakeholders to reference the website to ensure that you are accessing the most up-to-date versions of the [Ringette Canada By-Laws and Policies](#). As a Board of Director it is important that you become familiar with these documents and reference them throughout your term.

The website also provides the most up-to-date Directory of our [Board, Committees, & Ringette Canada Staff](#).

Again, we want to express our appreciation of your willingness to serve as a Director of Ringette Canada. There are many exciting challenges ahead, and we are grateful that you have accepted the responsibility of being a member of the Board. As an organization, we are committed to giving you the resources you need to succeed. In addition, we realize that as a new member, you have a background that is different from members of the Board who have served longer. Your presence enriches and renews the Board. We hope this information provides a great foundation for you in your role as a Board of Director at Ringette Canada. Much of the information can be found within this manual, but if you have any questions or if there is anything we can do to assist you in your Board service, please reach out to the Executive Director, the President or your Onboarding Director. We hope you will find your appointment on the Ringette Canada Board insightful and rewarding.

## **BOARD OF DIRECTORS & GOVERNANCE MODEL**

### **a) The Governance Model**

At its Annual meeting in June of 2006, Ringette Canada adopted a new governance structure. Essentially, Ringette Canada has transformed its Board of Directors into a Policy Governance Board comprised of Directors elected at its Annual General meeting by the Members of the association, as defined in the Ringette Canada By-Laws. This replaces a structure that included each provincial President as a member of the Board along with a President and six Vice-Presidents, with specific operational responsibilities, that were elected at large. Operational responsibilities have been assumed by professional staff with the assistance of ad hoc committees and workgroups when needed. Ringette Canada does have two standing committees as described in the Ringette Canada By-Laws. The Standing Committees are the Nominations Committee and the Audit Committee.

Some of the perceived advantages ascribed to the new governance structure include:

- Enables the Board to add real value by clearly setting the vision and direction of the organization.
- Enables the Board to connect with and be accountable to those for whom it holds the organization in trust.
- Makes the best use of valuable board time.
- Creates the freedom for innovative thinking.
- Provides clear rational separation of the roles of the Board and management.
- Promotes teamwork between the Board and management.
- Makes accountability meaningful.
- Gives Ringette Canada the ability to recruit Board members (within and outside of the ringette community) based on needed skill sets.
- Committees have clear terms of reference and understand roles and responsibilities.
- Ringette Canada staff clearly report to the Executive Director.

The governance model can be described as a hybrid between a pure policy governance model (Carver) and the Command and Control model that could be characterized as the old governance model involving an Executive Committee. The hybridization primarily occurs in areas of interaction between ad hoc committees and work groups and the Board and staff interaction with the Board.

The general principles underlying the Governance Model are that **it clearly distinguishes between the governing and managing levels of decision-making** to reduce duplication of effort and to result in more expedient decision making while retaining Board responsibility for management oversight. It will result in **a clear allocation of authority and responsibility**. The Board's role is to focus on leading through setting long-term direction, establishing priorities, creating organizational policies, and providing management oversight. It is then up to the Executive Director and staff, to decide how best to achieve results to these long-term and strategic goals. Provided below is a link to the Carver Model for your convenience:

<http://www.carvergovernance.com/pg-np.htm>

## **b) Board Members**

The Ringette Canada Board of Directors consists of nine Board members who have been given the mandate to administer the affairs of Ringette Canada. The nine members consist of the President, 7 Directors at large, and an Athlete Director. Members serve a three-year term with a maximum of two consecutive terms and are elected on a rotating basis. Including the President, a minimum of three Directors must be female. Additionally, the Athlete Director is to be a current or former (within the last three years) registered athlete. Here you will find an up-to-date Directory of the [Board of Directors](#).

For not-for-profit organizations in Ontario, the privacy of personal information is governed by the Personal Information Protection and Electronic Documents Act (PIPEDA). All Ringette Canada Board Members should read and familiarize themselves with the Ringette Canada [Privacy Policy](#). This Policy is based on the standards required by PIPEDA as interpreted by Ringette Canada

Specific details regarding the Board of Directors and their Roles and Responsibilities as well as the Roles and Responsibilities of the President are outlined in the Ringette Canada [By-Laws](#).

Here are some examples of the type of work that is included in the Roles and Responsibilities of members of the Board of Directors:

- Establish the mission, vision, and values of Ringette Canada and develop and monitor the progress of the strategic plan;
- Ensure Ringette Canada meets all legal requirements, and that it acts in keeping with its own bylaws, and policies. As required develop and recommend to the Annual General Meeting changes to the bylaws or articles of Association and identify other matters requiring approval at the AGM;
- Develop, review, and approve organizational policies;
- Ensure the long-term financial stability of the organization, establish annual budget guidelines, review and approve the annual operating budget and plans, and review the annual report of the auditors;
- Ensure the hiring, supervision, and evaluation of the Executive Director;
- Evaluate the function and performance of the Board of Directors and develop a leadership plan that ensures quality and continuity.

From time-to-time, Ringette Canada Board members may be approached for an opinion on various topics. All members are required to defer all comments to the Executive Director.

**c) Fiduciary Duties of Directors:**

As a Director, you have certain legal responsibilities that you must follow. This section is designed to give you some of the information you need to carry out those responsibilities. However, this material can only provide you with general information. It cannot answer every situation that may arise and should not be construed as legal advice. Therefore, if the Board has a specific situation with respect to which it needs guidance, it should consult with legal counsel, through the Executive Director, to determine what is appropriate on a case-by-case basis.

- i. The Tone at the Top:** The “tone at the top” refers to the ethical climate created in an organization by its leadership. You are an essential part of this. Through your leadership on the Board, you can foster a climate whereby the Directors, employees, and volunteers act in a manner that upholds the highest ethical standards, while carrying out necessary duties. It is important to create this expectation for the Board and others. If you and your fellow Directors appear unconcerned with maintaining high standards, this attitude will be observed by the employees and volunteers, and it will influence their behaviour as well. The Board should make clear that, in making decisions, it is doing what it believes is in the best interests of Ringette Canada to help carry out the mission. It is also the Board’s responsibility to ensure that Ringette Canada fully complies with all applicable federal, provincial and municipal laws and regulations. You are expected to comply fully with our code of ethics, which includes the Conflict of Interest Policy. You and the other members of the Board are responsible for ensuring that all others comply with these policies as well. The Board is responsible for ensuring that any claims of wrongdoing by a Director, employee, or volunteer are investigated fully and fairly, and that there is no retaliation against anyone bringing a claim in good faith.
- ii. Duty of Care:** As a Director, you must perform your responsibilities with the same care an ordinarily prudent businessperson would use in managing his or her own affairs. This means that you should act in good faith, stay informed and active, disclose to other Directors material information that is not already known to them unless you are obligated to keep the information confidential, and exercise independent judgment when making decisions on behalf of Ringette Canada. As a Director, you may rely upon:

  - Information provided by employees as part of their jobs;
  - Professional advice of attorneys, independent public accountants, and other experts in their field; or
  - Information provided by a Board committee in the course of its assigned work.

However, you may not delegate your personal responsibilities as a member of the Board to others. At the end of the day, you and your fellow Directors bear the responsibility for determining what is best for Ringette Canada.

- iii. **Duty of Loyalty:** As a Director, you must act in the best interest of Ringette Canada and not for your personal benefit. To avoid impropriety or the appearance of impropriety, you must disclose to the Board any potential conflict of interest and refrain from participating in any decision of the Board in which you have such a conflict. The Board has adopted a Conflict of Interest Policy that applies to all Directors. Familiarize yourself with the Conflict of Interest Policy and ensure that you and your fellow Directors follow it. On an annual basis, all Ringette Canada Board members will complete a Declaration Form (copy can be found at Appendix X of this manual) disclosing any real or perceived conflicts that they may have. These completed forms will be retained at the Ringette Canada office.
  
- iv. **Duty of Obedience:** All Directors must act in a manner consistent with the provisions of the articles of incorporation and by-laws of Ringette Canada, and Canada's Not-for-profit Corporations Act (S.C. 2009, c.23). You should be familiar with our vision, mission and organizational values, and take them into account with every decision you make for the organization. In addition, you should help the organization comply with all federal, provincial and municipal laws as they apply to the organization.
  
- v. **Confidentiality:** You should not disclose information about Ringette Canada's activities unless the Board decides to make the information public, or unless the information is a matter of public record. Discussion in the boardroom must be held in the strictest confidence. Information and decisions must not be relayed to anyone outside the Board until circulated through official channels. The official report of a Board meeting will be circulated to you via the minutes. On occasion, Board matters will be dealt with on an 'in-camera' basis. Material, notes, and minutes from any in-camera session shall be retained in the strictest confidence.
  
- vi. **Attendance:** You should demonstrate your commitment to Ringette Canada by regularly attending Board meetings and any meetings of standing committees to which you have been assigned. This will allow you to stay informed of activities and, in turn, Ringette Canada will benefit from the skills you bring to the Board. There are ways you can attend meetings without being physically present. For example, you may participate via webinar/conference call, provided you can hear all the other participants in the meeting and they can hear you. However, being a member of the Board of Directors is a personal responsibility. You cannot delegate this responsibility to others.
  
- vii. **Director's Rights:** A Director's legal rights are designed to assist you in carrying out your fiduciary duties as a member of the Board. For example, it is important that you stay informed about Ringette Canada's business affairs. Consequently, as a Director, you have a right to have reasonable contact with Ringette Canada's Executive Director.

At the same time, you should remember that while the Board retains the fiduciary responsibility for Ringette Canada, the Executive Director is responsible for the day-to-day management of the organization. Your duty as a Director is to ensure that they exercise their management responsibilities in a manner that best serves Ringette Canada. It is not in the organization's best interests if the Board attempts to review and approve day-to-day management decisions or substitutes its judgment for that of the Executive Director or senior staff.

Therefore, when you request information from the Executive Director, it is important that you are reasonable in the frequency and scope of your requests. You want to take care that your requests are suited to what you need to perform your job as a Director, and not the day-to-day management of the organization.

Another important way to stay informed about the organization's activities is to ensure that you have subscribed to the Ringette Canada mailing list through our website ([www.ringette.ca](http://www.ringette.ca)). Also, please review the Board minutes. The Board will be provided with the minutes of the meetings in a timely manner. The Ringette Canada Office Manager will prepare the minutes of any Board meeting in time to be approved before the next Board meeting. If, for some reason, you do not receive the minutes of a Board meeting, you have the right to ask for a copy of the minutes.

You will be given advance notice of each meeting so that you can prepare for the meeting and plan to attend. If you do not receive the proper amount of advance notice, you can still attend the meeting and participate. However, there may be situations where the fact that you did not receive proper advance notice is detrimental to the organization. In such case, you have the right to object to the fact that you did not receive proper notice of the meeting. However, your participation at the meeting must be limited to making your objection. If you participate in the substance of the meeting, you will be considered to have waived your right to make an objection.

Finally, Ringette Canada encourages open and informed discussion among the Board Directors, which helps ensure the best possible decisions are made. If you disagree with any action the Board proposes to take, you have the right to vote against the action. In addition, you have the right to have the Ringette Canada Office Manager record your objection, by name, in the minutes of the meeting. This is important if you believe that the actions of the Board are not only unwise, but also improper. In such case, if you object to the actions and have your objection recorded in the minutes, you may escape liability if the action is later challenged.

#### d) **Standing Committees**

Ringette Canada has two standing committees of the Board:

- i. **Nominations Committee** – This committee is responsible for ensuring, on a continuing basis, that the Ringette Canada Board of Directors is composed of qualified and skilled persons capable of, and committed to, providing effective governance leadership to Ringette Canada. This committee is comprised mainly of Board Members not seeking election or re-election to the Board.
- ii. **Audit Committee** - The Audit Committee shall assist the Board in fulfilling its oversight responsibilities relating to corporate auditing and reporting, and financial risk management. This responsibility is carried out in accordance with approved policies that comply with Canadian accounting standards for not-for-profit organizations. The Audit Committee shall consist of three Directors who have some knowledge in financial administration. At least one of these individuals shall have expertise in financial administration. These individuals shall be appointed by the Board of Directors. The Board may also utilize, from time to time, individuals from outside the Board to meet specific needs. Staff participation is also required.

From time to time the Board may establish an adhoc committee or workgroups comprised of either Directors from the Board or individuals not members of the Board of Directors, or a combination, to deal with specific areas of concern to the Board. An example of an adhoc committee is the Ringette Canada Hall of Fame committee. Board members may be asked to serve on these committees in addition to their normal Board work.

#### e) **Board Assessment**

The final task the Board must undertake is to periodically evaluate its own performance. It is important for the Board to meet annually to discuss how it can improve its performance. The Board should determine what skills the Board may be lacking, and whether it can recruit a new member with those skills. For example, there is continuous need for members with a background in finance, human resources, marketing and sponsorship and/or the law. The Board self-evaluation is provided at Appendix I of this manual.

Moreover, each Director must be engaged in the work of the Board. If the Directors are not fully engaged in the Board's work, the Board should discuss what steps it should take to re-engage its members. Without a fully engaged Board, there is a likelihood that the work will fall on a few individuals. This will not only result in many tasks not being done but will also put members of the Board who are most engaged at risk of becoming burned out.

If efforts to re-engage a Director do not work, the Board should be willing to ask the Director with poor performance to resign from the Board, or to leave the Board at the end of his or her term. While evaluating the performance of individual members can be hard, it is important to remember that the Board's first duty is to serve the best interests of the organization and not those of other members of the Board. Building a strong Board makes the workload more manageable and improves the performance of each member of the Board of Directors.

## **f) Roles and Responsibilities of the Executive Director**

- a. The role of the Executive Director can be likened to that of the Chief Executive Officer of a corporation. (S)he is the official point of contact between the operational side of the organization and the Board. (S)he is the one that ensures that Board Policy and Board developed objectives and goals are turned into actions that result in the positive achievement of the Board's vision, objectives and goals.
- b. The Executive Director is responsible for the development of the overall annual budget and for presentation of the budget to the Board. The Executive Director has the scope to adjust budget elements during the course of a year to respond to changes in situations or circumstances or to take advantage of new opportunities. The Executive Director is required to bring to the Board any material change to the overall budgeted amount and reports at each board meeting with an up-to-date financial projection discussing material variances.
- c. The Executive Director is monitored through an Executive Limitations Policy that prescribes the acceptable boundaries of prudence and ethics that the Executive Director must act within.
- d. The Executive Director is responsible for hiring all other staff and for establishing with the employees their objectives and work plans and evaluating their performance.
- e. The Executive Director represents the organization in its contacts with Sport Canada, other government departments or agencies, with other sports organizations, and in terms of actualizing and maintaining relationships with partners and sponsors.
- f. The Executive Director has a central leadership role among staff groups from Provincial Ringette organizations.

## **g) Overseeing the Performance and Compensation of the Executive Director:**

The Ringette Canada Executive Director is hired and supervised by the Board. The Board reviews the performance of the Executive Director annually through a Human Resource Committee. The members of this committee are appointed by the Board based on expertise and Human Resources knowledge. This committee provides the Executive Director with advice on staff issues, if requested, as well as assists the President with the Executive Director's annual performance review & recommendation for compensation increases. By giving feedback at least annually, the Board assists the Executive Director in performing to the best of his or her abilities.

- i. **HR Committee** – The Board approves participants of this committee based primarily on expertise. This committee provides the Executive Director with advice on staff issues if requested as well as assists the President with the Executive Director's annual performance review & recommendation for compensation increases.

## BOARD OF DIRECTORS' MEETINGS

### a) Introduction

**Attendance at Board meetings is the top priority over any other ringette function.** Try to ensure, if possible, that personal commitments do not conflict with the Board of Directors' Meetings.

Ringette Canada staff will circulate electronic copies of all reports as part of the package within a reasonably appropriate time period prior to the Board meeting. Please ensure that you are familiar with all agenda material in advance of the Board meeting. Particularly with Reports to the Board, it is much more efficient to deal with these on the presumption that all have read the report rather than go through the report in detail at the meeting. Board members are encouraged to bring an electronic device that will allow them to access the electronic board package throughout the meeting as hard copy packages will not be printed for Board members.

### b) Preparation

Read minutes from previous meetings thoroughly and make notes of any errors or omissions. Send a notice of the error to the office as soon as you have received and read the minutes. *Don't wait until the next meeting.* Be prepared with any business arising from the minutes. If you are appointed to follow through with any actions determined at the previous meeting, make sure you do so, and report at the next meeting or by memo prior to the next meeting if necessary.

It is up to you to inform the Ringette Canada staff well in advance if there are specific times at which you cannot be available.

### c) Conduct and Procedures

The meeting agenda will be adhered to as closely as possible. If any Board member wishes to place an item on the agenda, please inform the President or Executive Director prior to the meeting.

The first item of business will be a roll call of the Board members and determination of the presence of a quorum. Meetings are conducted in accordance with Robert's Rules of Order. It is the duty of the President to enforce the rules of order.

Discussion on a motion should provide every Director who wishes to do so with an opportunity to speak for or against the motion.

It is important for you to feel very free to express your true opinions. It is also important to ask for an explanation if you don't understand. Do not be shy or intimidated by more vocal Board members or feel that you are asking stupid questions.

It is of the utmost importance for Board members to work together as a team. During discussion, argue your point as strongly as you wish; however, once the vote is taken, *even if you are not in agreement, you are expected to support the decision.* It is not acceptable for any member of the Board of Directors at any function to stand up and say, "I did not agree with that at the Board meeting".

## **d) Meeting protocols**

The Board is mandated through its By-Laws to meet at least two times per year, however traditionally there are two face-to-face meetings per year, and one to three webinar/teleconference meetings on the basis of the fiscal year running from May 1 through to April 30.

One of the face-to-face meetings is held in conjunction with the Ringette Canada AGM which usually occurs in September the 3rd or 4th weekend in September in Ottawa. However, location may change if a cost neutral proposal is received by Ringette Canada and approved by the Board. The second face-to-face meeting is typically held in November or January at the call of the President.

Meetings are scheduled to start on a Friday morning and finish on a Sunday mid-day so travel to attend the meeting may be required on a Thursday, but return is usually completed by Sunday evening. Agendas are arranged by the Executive Director and the President to focus on business arising.

Face-to-face meetings are business casual dress; however, there is a banquet at the AGM and you may want to pack something suitable to wear to that event.

Web-based meetings are also scheduled throughout the year when topics arise that require Board approval or discussion. These meetings use electronic software, but a Conference Bridge is also available for voice only attendance.

## **RINGETTE CANADA STRATEGIC PLAN & KPI'S**

With senior management, the Board takes the lead in mapping out the strategic direction of Ringette Canada. The Board takes time every four years to review and/or develop the long-term plan for the organization, to ensure its future sustainability and growth. Part of this process includes the Board having a good understanding of the interests and concerns of our various stakeholders. What resources exist to meet the needs of the community we intend to serve, and what needs have not been met. To this end, stakeholder engagement is extremely important and is a priority for Ringette Canada.

Ringette Canada's current Strategic Plan is in place from 2014-2018. New Board members are asked to familiarize themselves with this plan that can be accessed here:

- [RINGETTE CANADA STRATEGIC PLAN 2014-2018](#)

## **MISCELLANEOUS**

### **a) General**

The Executive Director will attend all Board of Directors' Meetings as does the Ringette Canada Office Manager who is responsible for recording the minutes. Other staff members may attend some Board meetings depending on the agenda.

Your main contact with the office staff should be with the Executive Director.

Any complaint regarding any staff member is to be addressed to the Executive Director and the President. No Director is to deal in a disciplinary manner with any staff member. If there is a complaint regarding the Executive Director, please contact the President.

The staff has been advised that should they have a complaint regarding any Board member they are to contact the Executive Director who will inform the President.

#### **b) Onboarding Director**

To help ease the transition onto the board, you will be paired with a current Board member to help guide you through your first year. It may be overwhelming at first glance. Your “Onboarding Director” will be available to answer any questions that you may have or bring you up to speed on certain topics. Please feel comfortable in asking as many questions as possible as all questions are welcome, including things like what one should wear during meetings. You will be provided the contact information of your Onboarding Director and they will reach out to you prior to your first meeting.

#### **c) Travel and Accommodation Arrangements**

All travel and accommodation will be coordinated through the Ringette Canada Office Coordinator.

#### **d) Board Compensation and Expenses**

As a Director, you will not be compensated for your services.

Board members are entitled to be reimbursed for any reasonable out-of-pocket expenses you incur while engaging in your role as a Director for Ringette Canada in accordance with our [Financial Policy](#).

All personal claims must be submitted to the Ringette Canada office on an authorized expense claim form. These forms should be submitted electronically through the Ringette Canada website (<http://www.ringette.ca/about-us/documents>).

#### **e) Events**

##### **Canadian Ringette Championships**

The Canadian Ringette Championships (CRC) is Ringette Canada’s signature event. Ringette Canada Directors in the 2<sup>nd</sup> year of their term may be invited to attend CRC, which is held between the end of March and the beginning of April, to assist with the presentation of awards.

Should Board Members be required to attend CRC this will typically be from Thursday through Sunday, and Directors should ensure to pack their assigned Ringette Canada attire and black slacks for the on-ice medals presentation. These presentations include shaking hands and handing out medals to the players and bench staff of the final rounds.

Ringette Canada Directors will also require an appropriate attire for attendance at the Closing Ceremony & Banquet as you will be asked to congratulate players & hand out awards.

## RISK MANAGEMENT

### a) Liability of the Organization

Our Board protects the assets of the organization, ensuring those assets are available to serve the mission. To do so, the Board implements a risk management plan.

The three basic steps in any risk management plan are:

1. Identify the risk;
2. Mitigate the risk; and
3. Insure against the risk

The Board works with the staff to identify activities that create risks for Ringette Canada. The next step is to see if there are any procedures that will lessen the risk that a bad event will occur.

### b) Liability as a Director

As a Director, you may be subject to a lawsuit if someone alleges that you failed to carry out your duties appropriately, or you were guilty of discrimination in connection with someone's employment or the provision of not-for profit services. To protect yourself from liability, consider these three steps:

- I. **Prevention:** Exercise your duties as a Director with due care and ensure Ringette Canada with legal requirements. This is the best way to avoid liability. If you carry out your duties as a Director diligently and with due care, you will be much less likely to encounter legal problems.
- II. **Indemnification:** As described in Ringette Canada's By-Laws, Ringette Canada will indemnify and hold harmless out of the funds of the association each Director and Officer, their heirs, executors and administrators from and against any and all claims, demands, actions or costs which may arise or be incurred as a result of occupying the position or performing the duties of a Director or Officer. However, Ringette Canada will not indemnify a Director or any other person for acts of fraud, dishonesty, unlawful conduct, or bad faith.
- III. **Directors' and Officers' Insurance:** Ringette Canada will, at all times, maintain in force a Directors' and Officers' Liability Insurance (D&O insurance).

## CONCLUSION

Thank you again for joining the Ringette Canada Board of Directors. We hope you find this to be a rewarding experience and we look forward to your contribution.



## Board Self-Evaluation Questionnaire

### A Tool for Improving the Governance Practices of Ringette Canada

Name \_\_\_\_\_ For period from \_\_\_\_\_ to \_\_\_\_\_  
(optional)

# Board Self Evaluation Questionnaire

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Questions should be answered by all board members. When completed individually the results of Sections A, B and C should be compiled, shared and discussed by the whole board to determine an average group answer to each question and an overall section rating. Section D should be answered by board members alone but not shared with the group. Sections A, B and C should also be completed by the **Executive Director**. This questionnaire also includes Section E, which provides feedback to the President of the Board.

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

## A. How Well Has the Board Done Its Job?

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. Our organization operates with a strategic plan or a set of measurable goals and priorities.  | 1 | 2 | 3 | 4 | 5 |
| 2. The board’s regular meeting agenda items reflects our strategic plan or priorities.   | 1 | 2 | 3 | 4 | 5 |
| 3. The board has created or reviewed, in this period, some key governance job descriptions (e.g. Board President, Directors and committees | 1 | 2 | 3 | 4 | 5 |
| 4. The board gives direction to staff on how to achieve the goals by setting, referring to, or revising policies.                          | 1 | 2 | 3 | 4 | 5 |
| 5. The board has identified and reviewed the organization’s relationship with each of its key stakeholders                                 | 1 | 2 | 3 | 4 | 5 |
| 6. The board has ensured that the organization’s accomplishments and challenges have been communicated to key stakeholders                 | 1 | 2 | 3 | 4 | 5 |
| 7. The board has ensured that stakeholders have received reports on how our organization has used its financial and human resources.       | 1 | 2 | 3 | 4 | 5 |
| 8. _____   | 1 | 2 | 3 | 4 | 5 |

My overall rating (add together the total of the numbers circled):

Excellent (30-24)    Satisfactory (23-19)    Poor (18- 6)

## **B. How Well Has the Board Conducted Itself?**

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. As board members we are aware of what is expected of us.   | 1 | 2 | 3 | 4 | 5 |
| 2. The agenda of board meetings are well planned so that we are able to get through all necessary board business.         | 1 | 2 | 3 | 4 | 5 |
| 3. It seems like most board members come to meetings prepared.  | 1 | 2 | 3 | 4 | 5 |
| 4. We receive written reports to the board in advance of our meetings.  | 1 | 2 | 3 | 4 | 5 |
| 5. All board members participate in important board discussions.  | 1 | 2 | 3 | 4 | 5 |
| 6. We do a good job encouraging and dealing with different points of view.  | 1 | 2 | 3 | 4 | 5 |
| 7. We all support the decisions we make.  | 1 | 2 | 3 | 4 | 5 |
| 8. The board assesses its composition and strengths in advance of recruiting new board members.                           | 1 | 2 | 3 | 4 | 5 |
| 9. The board assumes much of the responsibility for Director recruitment and orientation                                  | 1 | 2 | 3 | 4 | 5 |
| 10. Board members have some interaction with external stakeholders at board meetings (e.g. as guests) or between meetings | 1 | 2 | 3 | 4 | 5 |
| 11. Our board meetings are always interesting.  | 1 | 2 | 3 | 4 | 5 |
| 12. Our board meetings are frequently fun.  | 1 | 2 | 3 | 4 | 5 |

My overall rating:(add together the total of the numbers circled)

- Excellent (60- 50)       Satisfactory (49-35)       Poor (34-12)

### C. Board's Relationship with Executive Director

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. There is a clear understanding on most matters where the board's role ends and the Executive Director's begins.  | 1 | 2 | 3 | 4 | 5 |
| 2. There is good two-way communication between the board and the Executive Director.  | 1 | 2 | 3 | 4 | 5 |
| 3. The board trusts the judgment of the Executive Director  | 1 | 2 | 3 | 4 | 5 |
| 4. The board provides direction to the Executive Director by setting and reviewing policies.  | 1 | 2 | 3 | 4 | 5 |
| 5. The board has discussed and communicated the kinds of information and level of detail it requires from the Executive Director                            | 1 | 2 | 3 | 4 | 5 |
| 6. The board has developed formal criteria and a process for evaluating the Executive Director  | 1 | 2 | 3 | 4 | 5 |
| 7. The board, or a committee of the board, has formally evaluated the Executive Director within the past 12 months.   | 1 | 2 | 3 | 4 | 5 |
| 8. The board evaluates the Executive Director primarily on the accomplishment of the organization's strategic goals and priorities and adherence to policy. | 1 | 2 | 3 | 4 | 5 |
| 9. The board provides feedback and shows its appreciation to the Executive Director on a regular basis.   | 1 | 2 | 3 | 4 | 5 |
| 10. The board ensures that the Executive Director is able to take advantage of professional development opportunities.                                      | 1 | 2 | 3 | 4 | 5 |
| 11. _____   | 1 | 2 | 3 | 4 | 5 |

My overall rating: (add together the total of the numbers circled)

Excellent (40+)    Satisfactory (28-39)    Poor (11-27)

**D. My Performance as an Individual Board Member (Not to be shared)**

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

1. I am aware of what is expected of me as a board member.	1	2	3	4	5
2. I have a good record of meeting attendance.	1	2	3	4	5
3. I read the minutes, reports and other materials in advance of our board meetings.	1	2	3	4	5
4. I am familiar with what is in the organization's by-laws and governing policies	1	2	3	4	5
5. I frequently encourage other board members to express their opinions at board meetings.	1	2	3	4	5
6. I am encouraged by other board members to express my opinions at board meetings.	1	2	3	4	5
7. I am a good listener at board meetings.	1	2	3	4	5
8. I follow through on things I have said I would do.	1	2	3	4	5
9. I maintain the confidentiality of all board decisions.	1	2	3	4	5
10. When I have a different opinion than the majority, I raise it.	1	2	3	4	5
11. I support board decisions once they are made even if I do not agree with them.	1	2	3	4	5
12. I promote the work of our organization in the community whenever I had a chance to do so.	1	2	3	4	5
13. I stay informed about issues relevant to our mission and bring information to the attention of the board.	1	2	3	4	5

My overall rating: (add together the total of the numbers circled)

Excellent (40+)    Satisfactory (28-39)    Poor (11-27)

## **E. Feedback to the President of the Board (Optional)**

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

1. The President is well prepared for board meetings.	1	2	3	4	5
2. The President helps the board stick to the agenda.	1	2	3	4	5
3. The President tries hard to ensure that every board member has an opportunity to be heard.	1	2	3	4	5
4. The President is skilled at managing different points of view	1	2	3	4	5
5. The President has demonstrated versatility in facilitating board discussions.	1	2	3	4	5
6. The President knows how to be direct with an individual board member when their behaviour needs to change.	1	2	3	4	5
7. The President helps the board work well together.	1	2	3	4	5
8. The President demonstrates good listening skills.	1	2	3	4	5
9. The board supports the President.	1	2	3	4	5
10. The President is effective in delegating responsibility amongst board members.	1	2	3	4	5
11. The President ensures the board is aware of his/her organizational activities outside of our board meetings	1	2	3	4	5
12. _____	1	2	3	4	5

My overall rating: (add together the total of the numbers circled)

Excellent (40+)    Satisfactory (28-39)    Poor (11-27)