

JOINT WORKING COMMITTEE ON GOVERNANCE AND ORGANIZATIONAL REVIEW

LETTER OF TRANSMITTAL

May 4, 2007

To: Member Associations of the Canadian Curling Association and the CCA Board of Directors

The Joint Working Committee on Governance and Organizational Structure was initiated and approved at the Canadian Curling Association Annual General Meeting held in Gatineau, Quebec on June 18th, 2006.

The approved mandate was:

“THAT A NEW OR UPDATED GOVERNANCE AND ORGANIZATIONAL MODEL BE DEVELOPED AND PRESENTED TO THE 2007 NCC AND 2007 AGM FOR REVIEW AND APPROVAL AND FURTHER, THAT:

1. A Joint Working Committee on Governance and Organization be appointed consisting of:
 - 4 members appointed by and from the Member Associations
 - 4 members appointed by and from the CCA Board of Directors
2. The responsibilities and mandate of the committee include:
 - a) the responsibility to organize and develop a process for governance and organizational review
 - b) to engage a fully qualified and experienced facilitator in “Policy Governance” to assist the committee in developing recommendations for the 2007 NCC and AGM meetings
 - c) that the MA and CCA staff be utilized as “resource” support to the Joint Working Committee
 - d) it was acknowledged that the MAs would be developing a cost sharing agreement for their representation on the Committee”

The Member Associations conducted an election and the following 4 representatives were elected:

- Colin Griffith – President, Alberta Curling Federation
- Elaine DeRyk – Vice President, Curling Quebec
- Mitch Tarapasky – President, Manitoba Curling Association
- Shirley Lank – Past President, Prince Edward Island Curling Association

The CCA Board appointed four Directors as their representatives to the Committee:

- Jerry Shoemaker
- Lew Andrews
- Jack Bowman
- Georgina Anderson

The Committee has completed its work and is pleased to submit the attached report and recommendations to the members associations and the CCA Board for their consideration.

The Committee, by consensus, appointed Colin Griffith and Jerry Shoemaker as joint chairs to initiate actions and to coordinate the committee agendas and process.

Following a request for proposals, the Committee engaged Maverick Consulting (Principal – Rose Mercier) to provide research, guidance and coordination for the review of the governance models and the development of recommendations. The Committee held numerous conference calls and two face-to-face meetings in Ottawa in discharging its obligations.

The Committee enjoyed an excellent working relationship, grounded on principled respect amongst the committee members. We are pleased to transmit this report with the unanimous support of each and every member of the Committee to each and every one of the recommendations contained herein.

It was a privilege participating in such a timely and important undertaking. We trust that our work will provide ongoing benefit to the CCA and its Member Associations.



Colin J. Griffith



Jerry Shoemaker



Elaine DeRyk



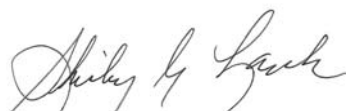
Lew Andrews



Mitch Tarapasky



Jack Bowman



Shirley Lank



Georgina Anderson

Canadian Curling Association

Report of the Joint Working Committee on Governance and Organizational Structure

EXECUTIVE SUMMARY

The Joint Working Committee (JWC) is proposing seven recommendations with the goals of:

- Full implementation by the CCA Board of Directors of all elements of Policy Governance
- An ongoing program of education and development
- A clear implementation plan

The Joint Working Committee (JWC) believes Policy Governance is an appropriate Board model given the complexity and scope of the organization's activity and structure. The JWC believes that Policy Governance satisfies two important needs within the CCA by:

- Establishing clear lines of accountability between:
 - the Member Associations and the Board of Directors
 - the Board and the CEO.
 - Providing clarity about the roles of:
 - the Board
 - Board members
 - Committees
 - Management
- that are essential to the effective operation of the organization.

In the report that follows the Joint Working Committee makes seven recommendations. Each recommendation describes key ideas that need to be implemented and contrasts these ideas with the current situation. The last recommendation provides details of the implementation plan. The Appendices provide examples of policies that are referenced in the recommendations.

The Joint Working Committee's seven recommendations are that:

1. As stewards of the CCA, the Board of Directors' primary relationship is with the 'owners', specifically the Boards of Member Associations and the Board sustains this relationship through scheduled and regular contact and communication with Member Associations.
2. The CCA Board of Directors fully implements the Policy Governance model.
3. The CCA Board of Directors maintains its current size, term limits and composition of 10 Directors elected at large and introduces guidelines that support the nomination and election of individuals with the appropriate mix of skills and experiences.
4. The CCA Board of Directors develops and implements a program that provides an ongoing orientation, education and development of Board members and Member Associations to support the ongoing effective practice of Policy Governance.

5. The role of the CEO is to ensure that the organization, as a whole,
 - a. accomplishes the expected results that the Board sets out in Ends Policies; and
 - b. does not engage in means that the Board prohibits in its Executive Limitations policies.
6. The Board of Directors develops a comprehensive set of Ends Policies that define the results the CCA is to achieve, for whom and at what cost or priority, by the 2009 NCC and AGM.
7. The Board of Directors completes the transition to a Policy Governance model using the schedule of meeting milestones and report on the status of the plan by the 2008 NCC.

The recommendation to adopt Policy Governance is consistent with the By-laws and Polices that were approved at the time of the amalgamation of the Canadian Curling Association and the Canadian Ladies Curling Association.

Policy Governance is a conceptually coherent model that redesigns the logic of Board leadership. The role of Board is not as a 'one-step higher' level of management but rather as a 'one-step lower' level of ownership. Board members are servant-leaders who govern on behalf of the owners. This notion of governance as an ownership theory, rather than a management theory, requires a Board to rethink what it does and how it does it.

The definitions and guiding principles of Policy Governance are presented in "*Introduction*", starting on page 7. Chief among these is the notion of Owners and Customers.

Owners are those on whose behalf, and with whose empowerment, a Board of Directors governs. It is relatively easy to identify the owners in membership-based associations because the By-laws identify the source of the Board's authority. The owners of the CCA are the Member Associations. More specifically, the owners are the Boards of Directors of the Member Associations.

Customers are the individuals or groups that the organization chooses to serve with its programs and services. CCA's customers include, among others, curlers, curling clubs, coaches, sponsors, media and the public as well as the Boards and staff of Member Associations.

The principal challenge in governing effectively is to know the difference between owners' issues and customers' issues and to deal with each at the appropriate place in the organization. When there is no distinction in the nature of an issue, issues are addressed arbitrarily to either management or Board. Customers, in the case of the CCA, Member Associations, often direct their issues to the 'highest level' of the organization, the Board of Directors. As a result, the Board operates as "one-up level of management", which keeps the Board involved with customers' issues and leaves little time to address owners' issues.

In a Policy Governance model, the CCA Board has five general responsibilities which are described in detail in "*Recommendation #2 – Board Roles and Responsibilities*":

1. To act as a trustee on behalf of the owners (Member Associations)

2. To speak with one voice
3. To make decisions that are policy decisions
4. To direct the CEO through clearly stated ends and limitations and monitor performance against policy criteria
5. To do Board business and not staff business

At its core, the work of the Board of Directors is to lead the CCA on behalf of the Member Associations by articulating owners' values, in terms of the Ends that the organization is to achieve and the limitations on the means to achieve those ends. The Board's primary relationship in governing, therefore, is with the owners. How this happens and how it's different from the current approach to governance is described in detail in "**Recommendation #1: Board – Member (Owner) Relationship**" and "**Recommendation #2 – Board Roles and Responsibilities**".

The critical ingredients in being able to separate the Board's work from staff's work are clearly stated ends and limitations that are expressed by the Board in Ends Policies and Executive Limitations Policies. However the Board does not directly instruct management; it delegates its authority to the CEO who is charged by the Board to ensure that the organization as a whole, a) accomplishes the expected results that the Board sets out in Ends Policies; and b) does not engage in means that the Board prohibits in Executive Limitations policies. This relationship is the focus of "**Recommendation #5: Board – CEO Relationship**".

The concept of Ends is unique to Policy Governance. Determining Ends is different from strategic or operational planning. We use other words to describe direction-setting such as goal, result, or outcome but they don't quite deliver the full meaning of "Ends". Ends define what results an organization holds itself accountable for producing in the world, for which people, at what cost. Ends policies translate owners' values into statements that specify the impact owners want the organization to have. There is more detail about Ends Policies and the way they are developed in "**Recommendation #6 – Ends Policies**".

It is essential to elect individuals who bring the appropriate blend of skills and experiences to a policy Board. Member Associations are accountable for finding and grooming these leaders and will be aided in this endeavour with the creation of a director's profile, a proactive approach to development and nominations, and consistent orientation and training opportunities. These activities which are critical keys to sustaining the model are described in "**Recommendation #4: Education of Board of Directors and Member Associations**" and "**Recommendation #3: Structure of the Board of Directors**".

One of the most critical factors in ensuring a successful transition is a clear implementation plan. The Joint Working Committee recommends a schedule that is organized according to work that needs to be accomplished at the CCA Board meetings over the next year and in the second year of implementation. The details of this plan are in "**Recommendation #7: Implementation Plan**". It is important to recognize however, that even the most detailed of plans will not foresee every situation that may arise. Neither will the most meticulous preparation avoid the inevitable "muck in the middle" that appears in the course of any change.

The Joint Working Committee will lead a one-day workshop on June 15th during which you will have the opportunity to fully discuss these recommendations. The Committee encourages you to carefully read through this report in advance of the workshop.

TABLE OF CONTENTS

Introduction	9
Background	10
Origin of Policy Governance.....	10
Definitions.....	10
Guiding Principles.....	11
Recommendation #1: Board – Member (Owner) Relationship	13
Background and Definitions.....	13
Accountability	14
Board of Directors – Member Relationships: Links with Owners	15
Relating to CCA as an Owners or Customer	16
Recommendation #2: Board Roles and Responsibilities	18
Guidelines for Carrying Out Board Responsibilities in Policy Governance	18
Current practices that are inconsistent with Policy Governance	19
Recommendation #3: Structure of the Board of Directors.....	21
Origin of CCA Board Structure	21
The Question of Representation.....	21
Board Size.....	22
Board Committees	22
Board Succession.....	22
Current Situation	22
Recommended Situation	23
Recommended Director’s Profile	24
Recommendation #4: Education of Board of Directors and Member Associations.....	25
Background	25
Recommended Situation: Board of Directors Recruitment and Development.....	25
Recommended Situation: Board of Directors - Ongoing	26
Recommended Situation: Member Association (Owners) Education – Ongoing	27
Recommendation #5: Board – CEO Relationship.....	28
Background	28
Current Situation	31
Recommendation #6: Ends Policies	32
Definition of Ends	32
Developing Ends Policies	34
Recommended Process	34
How CCA Ends Policies Might Flow	35
Recommendation #7: Implementation Plan.....	37
Board of Directors Meeting – Sunday June 17.....	37
Board Retreat – Summer 2007	37
Board of Directors Fall 2007 Meeting.....	38
Board of Directors Spring 2008 Meeting.....	39
Board of Directors June 2008 Meeting.....	39
By the 2009 AGM.....	39
APPENDICES	40
Policy Type: Board Governance Process	41

Policy Type: Executive Limitations	48
Policy Type: Board – CEO Linkage.....	56
Example 1 of Ends Policy - Sunrise School Division.....	59
Example 2 of Ends Policy: Canadian Association for Environmental Analytical Laboratories	60
Example 3 of Ends Policy: Calgary Board of Education	61
Example 3 of Ends Policy: Hunger Mountain Co-op	64

Introduction

In 1990 the Canadian Curling Association and the Canadian Ladies Curling Association amalgamated as the Canadian Curling Association. In the intervening years, Curling has become an Olympic and Paralympic sport, assumed responsibility for management of its championship program, and pursued corporate and media partnerships. The scope of organization expanded and today the CCA:

- Has a national office operating budget of \$7-8 million and 11 professional staff
- With the Seasons of Champions has a combined budget of \$15 million and an additional 20+ staff.
- Receives \$3.5 million in corporate support and \$2 million of federal government funding
- Organizes the Season of Champions that includes the high profile Brier and Tournament of Hearts, the Worlds in Canada, as well as the Canada Cup, Continental Cup and Canadian Championships for junior men and junior women. Outside the Season of Champions, the CCA organizes mixed, senior men and senior women and wheelchair championships.
- Benefits from 175 hours of national television coverage
- Develops high performance and development programs including:
 - Selection process and training of Olympic teams
 - Preparation of coaching development NCCP
 - Programs to retain and recruit new curlers (Little Rocks)
- Operates a national training centre in Calgary with financial support from the Calgary Olympic Development Agency
- Sees 1.1 million Canadians play the sport annually in 1050 affiliated clubs in 14 provincial/territorial associations

A volunteer 10-person Board of Directors governs the organization. Directors are elected on a rotating basis for a five-year term. The President is elected annually by the Board of Directors.

The National Plan of the Canadian Curling Association calls upon its Board of Directors to operate within a Policy Governance framework.

The Joint Working Committee (JWC) believes Policy Governance is entirely appropriate given the complexity and scope of the organization's activity and the existence of professional management. The JWC believes that Policy Governance satisfies two important needs within the CCA:

- Establishing a clear line of accountability between the Member Associations and the CCA Board of Directors, and the Board and the CEO.
- Providing clarity about the roles of the Board, Board members, committees and management that are essential to the effective operation of the organization.

Consequently, the Joint Working Committee's recommendations address the need to implement fully all elements of Policy Governance and initiate actions essential to support successful implementation.

Background

ORIGIN OF POLICY GOVERNANCE

Policy Governance was developed by John Carver in response to his long experience as an employee, Board member, Board president and consultant where he found available governance practices an inadequate guide for Boards. He describes Policy Governance as a conceptually coherent model that redesigns the logic of Board leadership. A Board does not exist to manage the organization, it exists to govern: to determine the purpose to be served, the ends to be pursued and the values to be exercised. The role of Board is not as a 'one-step higher' level of management but rather as a 'one-step lower' level of ownership. Policy Governance positions Board members as servant-leaders who govern on behalf of the owners. This notion of governance as an ownership theory rather than a management theory asks the Board to rethink what it does and how it does it.

DEFINITIONS

Owners: Owners are those on whose behalf, and with whose empowerment, a Board of Directors governs.

It is relatively easy to identify the owners in membership-based associations because the By-laws specify the source of the Board's authority. The owners of the CCA are the Member Associations which elect the Board to serve on their behalf. More specifically, the owners are the Boards of Directors of the Member Associations who govern on behalf of individual clubs and curlers.

Customers: In Policy Governance, customers are the individuals or groups that the organization chooses to serve with its programs and services.

The CCA's customers include curlers, high performance curlers, curling clubs, coaches, potential curlers, sponsors, media and the public as well as the Boards and staff of Member Associations. The demands and expectations of owners and customers are different but often confused in the relationship between an association and its Member Associations which are both owner and customer.

Stakeholders: Stakeholders are individuals and organizations who are directly or indirectly affected by the organization's activities and achievements.

The CCA has a diverse range of stakeholders including curlers, clubs, sponsors, spectators, government funding agencies, the Canadian Olympic Committee, CODA, the Coaching Association of Canada, and so on. Some of these groups and individuals may also be customers.

Governance:

- Is inclusive of the processes and structures used to direct and manage an organization's operations and activities;
- Defines the division of power through the allocation of authorities and responsibilities;

- Establishes mechanisms to achieve accountability between members and the Board of Directors and management.

Policy Governance: A model of governance that is a coherent framework of concepts and principles that conceives the Board's role to be unique and distinct from management's role.

In Policy Governance, the Board's primary accountability is to the owners and as owner-representative to be both servant to and leader of the ownership. The Board is vested with group responsibility and group authority to express group values whereas individual Board members have no authority. And finally, the Board empowers management to act with its full measure of ability and creativity by defining desired purposes and organizational ethics expressed as boundaries of acceptable management action.

Management: Staff, committees and volunteers that determine how to achieve the desired ends of the organization and who are accountable to do so within acceptable boundaries.

Ends: is a concept unique to Policy Governance. Ends define what results an organization holds itself accountable for producing in the world, for which people, at what cost. Ends policies translate owners' values into statements that specify the impact owners want the organization to have in the world. While we use other words to describe direction-setting – goal, result, outcome, or product; none of which quite deliver the full meaning of "Ends". Determining Ends is the primary role of the Board of Directors.

GUIDING PRINCIPLES

Below is a brief explanation of the five principles of Policy Governance as it would apply to the CCA.

1. Trusteeship

Board members act as trustees on behalf of the Member Associations (owners). The Board is accountable to make certain that the CCA achieves what the MAs (owners) want it to achieve and to communicate with the MAs.

2. The Board Speaks with One Voice

While Board decisions need not be unanimous, they must be unambiguous, recorded in policy and upheld by all members of the Board. No member of the Board, including the president, has the authority to direct the CEO independently of the other Board members nor can an individual member or Committee of the Board make decisions on behalf of the Board unless specifically authorized to do so.

3. The Board Should Have its Own Voice

In a traditional Board, the staff brings a recommended course of action to the Board for its approval. As a result it is hard to tell the difference between staff decisions blessed by the Board and decisions that are truly Board decisions.

In Policy Governance, the Board is proactive in defining the results that the CCA should produce (Ends) and acceptable boundaries within which it can delegate the achievement of those results to the CEO. The Board's decisions are distinct from what staff has to say and its decisions are expressed in the policies it generates.

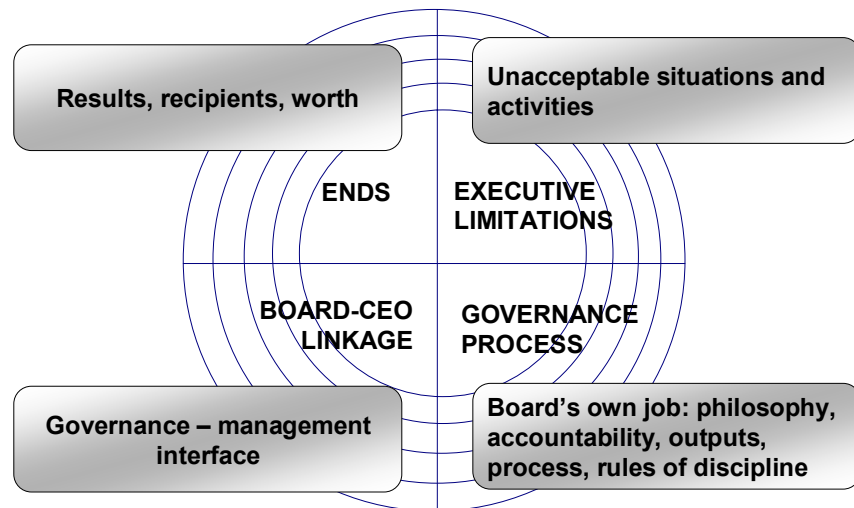
4. Board Decisions are Policy Decisions.

The CCA Board's decisions should formulate, amend or add to policies.

The Board should make decisions (policies) about:

- What results are to be achieved by the CCA, for whom, and at what cost (Ends Policies)
- Situations and activities that are unacceptable means through which to achieve results (Executive Limitations Policies)
- How the Board will do its job: philosophy, accountability, products, process, rules of discipline (Governance Process Policy)
- The relationships between the Board and the CEO (Board-CEO Linkage Policy)

In making policy decision, the Board moves from general to successively more specific levels. The Board stops when it is satisfied that any reasonable interpretation of the policy will be acceptable.



5. The Board Must Establish an Effective Relationship with Management

- An effective relationship depends on role clarity and disciplined monitoring of performance.
- The Board and CEO must understand their own and the other's role and guard against overstepping or combining their respective roles. With clearly defined desired end results and boundaries, the Board leaves staff members to function without interference as long as they act within acceptable boundaries. The CCA Board and CEO have separate but complementary roles.
- The Board monitors CEO performance on a regular and specific schedule and evaluates it only against the ends to be achieved and the boundaries of management action.

Recommendation #1: Board – Member (Owner) Relationship

As stewards of the CCA, the Board of Directors primary relationship is with the ‘owners’, specifically the Member Associations and the Board sustains this relationship through scheduled and regular contact and communication with the Member Associations.

In this recommendation:

- Background and definitions
- Accountability in Policy Governance
- Links with Member Associations: Reasons and Activities

BACKGROUND AND DEFINITIONS

- Policy Governance redesigns the logic of Board leadership so that it is not a higher level of management but rather a distinct function with its own principles and concepts. This positions the CCA Board as “one-step down ownership” rather than “one-step up management”.
- The Board’s primary relationship in governing, therefore, is with the owners. The CCA Board leads on behalf of the Member Associations by articulating the organization’s values, in terms of the *Ends* that the organization is to achieve and the *limitations on the means* to achieve those ends.
- The Board’s unique role is to express these values in policy.

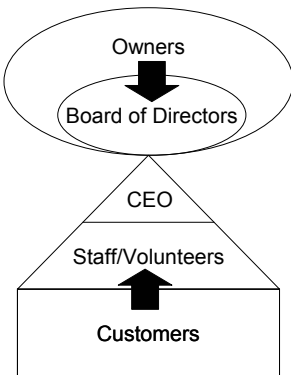
Owners

- It is relatively easy to identify the owners in membership-based associations because the By-laws specify the source of the Board’s authority. The owners of the CCA are the Member Associations which elect the Board to serve on their behalf. More specifically, the owners are the Boards of Directors of the Member Associations who govern on behalf of individual clubs and curlers.
- It may be tempting to think that the ‘owners’ of the Canadian Curling Association are curlers and perhaps their affiliated clubs. As currently constituted, individual curlers and their affiliated clubs could be considered stakeholders and are obviously important customers, they are not owners in the sense of Policy Governance.
- If the curlers and their affiliated clubs were owners, the by-laws of the CCA would reflect this and the Board would be elected by curlers and/or clubs.

Customers

- In Policy Governance, customers are the individuals or groups that the organization chooses to serve with its programs and services. Although the concept is simple enough, the challenge in national sport organizations is that customers and owners are frequently the same groups or individuals.

- When customer-owners speak to the organization, they generally focus on customer issues, typically concerns about programs and services.
- When customer-owners and the Board engage in a discussion of owner issues, either directly or through the CEO, the Board is drawn into the position of “higher-level management”.
- In Policy Governance, customers are served by staff and volunteers through the programs, services and activities that are designed to achieve the ends. For Policy Governance to be effective, it is essential for owners to communicate with the Board and customers to communicate with the staff/volunteers.



ACCOUNTABILITY

The organizational map¹ to the left illustrates the single line of accountability that exists under Policy Governance as a result of the clear differentiation between owners and customers and the governance logic in Policy Governance. The Board of Directors is accountable to the owners. The CEO is accountable to the Board of Directors. The Staff/Volunteers are accountable to the CEO.

Accountability	
Board of Directors	Member Associations

- Set policy that reflects the owners’ needs and interests; translate owners’ values into Ends to be achieved by the CCA and boundaries that limit the means the CEO can use to achieve them.
- Effective delegation to the CEO of authority to achieve Ends within boundaries.
- Effective monitoring of the CEO’s progress towards ends and observation of limitations
- Maintain ongoing links with owners

Accountability	
CEO	Board of Directors

- Achieve progress towards identified Ends
- Ensure compliance with boundaries that limit how ends are to be achieved
- Effective delegation of authority to staff and volunteers.
- Deliver programs and services that meet customer needs
- Deliver on quality/delivery commitments

¹ TMJim Brown in The Imperfect Board Member: Discovering the Seven Disciplines of Governance Excellence (Jossey-Bass, 2006).

Accountability	
Staff, Volunteers	CEO
<ul style="list-style-type: none"> • Achieve progress towards assigned Ends • Compliance with boundaries that limit how ends are to be achieved • Deliver programs and services that meet customer needs • Deliver on quality/delivery commitments 	

Accountability	
Customers	Staff, Volunteers
<ul style="list-style-type: none"> • “Pay” the cost of services: payment can take many forms – user pay; respect of rules, timelines, or contractual specifications; etc. • Address customer issues to staff/volunteers 	

BOARD OF DIRECTORS – MEMBER RELATIONSHIPS: LINKS WITH OWNERS

- In Policy Governance the primary relationship of the Board is with the owners. A Board of Directors must be proactive if this relationship is to be effective.
- A Board needs mechanisms that facilitate input, feedback, dialogue and the exchange of ideas. The Board can go as far as including the goals and means related to links with the owners in the Board Governance Policy.
- It is vital for the CCA Board of Directors to have direct connections with the Member Associations; it is also important for the Board to create opportunities to connect with other stakeholders including players, coaches, officials, organizers, sponsors, media, funders, etc. in order to understand issues and trends in the sport and the larger environment in which it is played.
- The fundamental characteristic in any linking activity is that the Board is interested in *owners’ issues and the Board’s work* and NOT customers’ issues.

Reasons for linking to owners ²	Ways to do this
To be accountable	<ul style="list-style-type: none"> • Annual General Meeting • Open Board meetings • Post-meeting communication • Presentations by the Board • Annual report • Web site information
To be able to better create the future (establish Ends Policies) through understanding owners’ needs, concerns and demands	<ul style="list-style-type: none"> • Board-to-Board dialogue • Needs assessment of owners and stakeholders

² Adapted from Oliver, Caroline, ed.. The Policy Governance Fieldbook (Jossey-Bass, 1999). P. 126

Reasons for linking to owners ²	Ways to do this
	<ul style="list-style-type: none"> • Facilitated small group discussions at NCC or at other events • Research, statistics, demographic data • Presentations to and by the Board • Presentations by expert informant • Board committee • Board representation at events
Clarify organizational values (to establish Ends and Executive Limitations)	<ul style="list-style-type: none"> • Surveys, check-ups • Case studies, scenarios • Ethical decision-making framework
Educate the owners	<ul style="list-style-type: none"> • Regular and standard orientation • FAQs • Board-to-Board dialogue • NCC workshops, speakers • Circulation/posting of articles
Build a relationship	<ul style="list-style-type: none"> • Board-to-Board dialogue • Dialogues with stakeholder groups • Presentations to and by Board • Representation by Board at events

RELATING TO CCA AS AN OWNERS OR CUSTOMER

- At present, members concerns are not differentiated as owners’ or customers’. Simply put, members want their issues dealt with. These issues which have an immediate nature are, more often than not, customers’ issues.
- There are a number of linkages with the membership with the prevailing governance model including:
 - Annual General Meeting
 - Annual Report of Board activities
 - Post-meeting communication
 - President/MAs teleconferences
 - Presentations at National Coaching Conference
 - Newsletter
 - Board representation at national events or, by invitation to MA events
- At present the linkages with membership do not separate owners or members’ issues; as one might expect, more immediate needs are often the focus of attention in such forums.
- Without any distinction in the nature of an issue, issues are addressed to either management or Board. Members often want to address their issues to the ‘highest level’ of the organization, the Board of Directors.
- Currently, the Board operates as “one-up level of management”, setting the expectation that if there is dissatisfaction with management, it is possible to seek redress with the Board. This keeps the Board involved with customers’ issues and makes it challenging to address owners’ issues.

When Policy Governance is implemented, it is essential to clearly identify the owners of the CCA as the Member Associations and more specifically, the Boards of Directors of the MAs. It is equally important to develop the discipline at all levels of the association to direct customer issues to the staff and/or operational volunteers.

Recommendation #2: Board Roles and Responsibilities

The CCA Board of Directors fully implements the Policy Governance model.

In this recommendation:

- Guidelines for how the CCA Board of Directors can carry out its roles and responsibilities in a manner consistent with the Policy Governance model
- Examples of current practices that are inconsistent with Policy Governance and implications

GUIDELINES FOR CARRYING OUT BOARD RESPONSIBILITIES IN POLICY GOVERNANCE

In a Policy Governance model, the Board has five general responsibilities:

1. To act as a trustee on behalf of the owners (Member Associations)
2. To speak with one voice
3. To make decisions that are policy decisions
4. To direct the CEO through clearly stated ends and limitations and monitor performance against policy criteria
5. To do Board business and not staff business

Following are guidelines for how the CCA Board of Directors can apply this principle in a practical way. These guidelines are not exhaustive but present the key elements required to enable the Board to fulfill the particular responsibility.

1. Act as a trustee on behalf of the Member Association

- The Board's primary line of communication is with the MAs' Boards of Directors. It communicates about ownership not management issues.
- The Board consults with MAs as it leads the development of the Ends Policies.
- The Board identifies opportunities for dialogue with MAs and various individual members of the curling community.
- Management communicates with MAs, curlers, coaches, etc. only as customers of CCA programs and services and deals with customer/management issues.

2. Speak with one voice

- The Board develops a Governance Process policy that specifically defines how it will speak with one voice.
- Committees of the Board help the Board in its governance work. They report to the Board and do not have the authority to make decisions unless specifically authorized to do so by the Board.
- Members of Committees of the Board are appointed by the Board as a whole and do not include staff.
- The Board provides direction to the CEO only through written policy decisions that it makes as whole.

3. Make decisions that are policy decisions

- The Board takes responsibility to define how it will perform its own work: how it will make decisions, the types of decisions it will make, what the role of President is, its rules of discipline, etc. which are incorporated into the Board Governance Policy
- The Board leads the development of Ends Policies and Executive Limitations Policies (acceptable boundaries of management action).
- There is clearly written policy.
- The Board's develops a Board-CEO Linkages Policy that describes the delegation of authority by the Board to the CEO.

4. Direct the CEO through clearly stated ends and limitations and monitor performance against policy criteria

- The Board delegates the authority to the CEO to accomplish desired results within defined boundaries of acceptable action.
- The CEO can develop and enact all other procedures and rules that are necessary to achieve results as long as they do not exceed the Board-determined executive limitations.
- There is a written schedule that guides the types and timing of the monitoring of CEO performance against policy criteria.
- The Board reviews the monitoring schedule on a regular basis.

5. Do Board business and not staff business

- The President works with the Board to establish the Board's agenda which deals only with policy issues.
- The Board's decisions are distinct from staff decisions and are always expressed in the policies it generates and modifies.
- Neither the Board nor its committees make decisions that should be made by management.
- Only the CEO is accountable to the Board of the Directors.

CURRENT PRACTICES THAT ARE INCONSISTENT WITH POLICY GOVERNANCE

The descriptions below are not exhaustive but highlight examples of current governance situations that are inconsistent with Policy Governance. It will be necessary to make changes with the implementation of the Policy Governance model.

- The Board is often engaged in what would be defined as staff business under a Policy Governance model:
 - Board members are annually assigned program areas of responsibility with the direction to become familiar with these areas, its infrastructure and staff
 - There is provision in the CCA National Policy and Operations Manual for the Board to appoint Board members or approve the appointment of other individuals to (volunteer) management positions.
 - The agenda for the Board meetings is set by the Operations Committee.

-
- It is not clear about what constitutes a policy decision or a management decision; this confusion affects the decision-making process of the Operations Committee, Board, MAs, and staff throughout the organization.
 - There is no differentiation between Committees of the Board and Management Committees within the Standing Committees. With the exception of Finance, these committees deal with management issues. This would not be Board work under Policy Governance.
 - Committees of Board are not appointed by the Board of Directors as a whole.
 - Some Standing Committees include both members of the Board and staff.
 - The Operations Committee is given the authority to take action in the best interests of the CCA within existing policy. It is responsible for making management decisions and referring policy decisions to the Board.
 - The Board, the Finance Committee and the Operations Committee all direct the action of the CEO.
 - The CCA National Policy and Operations Manual describes guidelines for the delegation of authority as follows:
 - “The Board of Directors recognizes that staff must be relied upon extensively in operationalizing the Association’s programs and services. As well, senior staff must be considered an integral part of the overall management team, having significant input into Board policy, program and resource decisions, being ever mindful that they can affect but not determine the final outcome.”

The current situation reflects the natural challenges that emerge in a traditional Board in defining where policy ends and management begins. As a result:

- The Board functions as an extension of management rather than of the owners. As a consequence Board members must work hard to understand all aspects of managing the organization; this understandably requires significant time. It positions the Board as part of management rather than part of ownership.
- A committee with both Board and staff members almost inevitably focuses on managing the organization; this is properly the work of staff. When a Board does not clearly define end results to be achieved or unacceptable situations or actions, it is easily drawn into becoming the ‘one step up’ management. These practices also make it impossible to distinguish the accountability of the CEO from that of the Board since they are both involved in decisions.
- The National Plan and the Policy and Operations are two guiding documents for the CCA and are seen to be the subject to the authority of the Board of Directors. The content of both documents is dominated by objectives, tactics, etc. that in a Policy Governance model would be seen as means, and more appropriately the domain of management.
- A combination of policy, strategic plan, budget and Board participation in management decisions are used to delegate authority to the CEO.

Recommendation #3: Structure of the Board of Directors

The CCA Board of Directors maintain its current size, term limits and composition of 10 Directors elected at large, and introduce guidelines that support the nomination and election of individuals with the appropriate mix of skills and experience.

In this recommendation:

- Origin of CCA Board structure
- Question of representation
- Board Size
- Board Committees
- Succession
- Profile of successful Policy Governance Board member

ORIGIN OF CCA BOARD STRUCTURE

The current Board structure of the Canadian Curling Association was introduced in 1990 upon the amalgamation of the two national organizations governing men's and women's curling.

THE QUESTION OF REPRESENTATION

- It is a natural inclination to think it is necessary for the Board's composition to be a direct reflection of the ownership so that the array of opinion and perspective in the ownership finds its way into governance.
- It is obviously possible within limits for Boards to reflect gender, geography, culture and language; and representatives of any demographic group can enhance diversity by enriching the Board's sensitivity to the needs of its ownership.
- Unfortunately, representatives can become a token or proxy on a Board for a particular demographic group which is problematic.
 - It burdens an individual with the responsibility of representing everyone in a particular demographic within which there may be considerable diversity on a wide range of issues.
 - It can lull a Board into thinking they need not seek further input from a particular group.
 - A Board may impose the responsibility for relating to that group within the ownership on a single individual and depend on their ability to understand the diversity within the group.
 - In any of these situations, it is unlikely that a Board will fully understand the true diversity within its ownership. It is paramount that the Board, as a whole, takes responsibility to understand the perspectives of its full diversity of its ownership.

BOARD SIZE

- There is a need to balance the attempt to embody the diversity of the ownership of an organization and maintaining a Board size that facilitates the ability of a Board to perform effectively.
- The larger its size, the more difficult it is for a Policy Governance Board to engage in high quality discussion, maintain discipline and enthusiasm, be assertive and agile, and speak powerfully on the ownership's behalf.
- It is not impossible for large Boards to use a Policy Governance model. However, large Boards are challenged to maintain discipline while overcoming the awkwardness of size and increased potential for sub-groups or groupthink to emerge.

The CCA's ten-person Board is actually well-suited for Policy Governance. The smaller Board with at-large directors reinforces the full Board's responsibility to communicate with, and become informed about the ownership's interests and values.

BOARD COMMITTEES

- In Policy Governance, Board Committees are used to help the Board do its work and not to provide advice to, or do the job of the CEO, or other staff.
- Board Committees help the Board by preparing policy alternatives and implications for its consideration. When a committee is working on a policy alternative, it must carefully avoid judging management performance in this area. A Board Committee does not normally speak on behalf of the Board, unless specifically given such authority and then it is given for a specific time limit. Neither does a Board committee direct the work of the CEO; this is exclusively the authority of the Board of Directors.
- The terms of reference of a committee should include the specific results that it is achieve, the time frame of its activity, its authority and the resources it has available for its work.

BOARD SUCCESSION

- In Policy Governance, it is the owners who are accountable for ensuring effective leadership of their organization by identifying potential candidates, grooming them over time and finally, by nominating them as Board members.
- While it may be politically correct to maintain that everyone is equally capable of discharging Board responsibilities, it is truer that some people are more suited to the work of governance than others. Having determined the job that the Board is required to do, it is important to choose those individuals most qualified for Board leadership. Member Associations should encourage individuals with aspirations as a CCA Board member to learn about the association and the Board's responsibilities. The MA may want to support potential future Board members to attend the NCC as an observer or encourage them to find ways to attend.

CURRENT SITUATION

The by-laws provide for:

- A Director to have reached eighteen years of age.

- A Director to be a member in good standing of a regional Member Association.
- Five male and five female directors for a total of ten directors
- Each director to serve a single five year term
- Two directors, one male and one female, to be elected annually at the National Curling Conference of the Association.
- The President and Vice-President to be elected annually by the Directors from among themselves.
- The Operational Time Line published in the “National Policy and Operations Manual” specifies that nominations for Directors are received by the national office by April 30th and include a resume, photo, and endorsement of both the nominator and the nominee. It also provides for nominations to be accepted from the floor of the National Curling Conference right up to the time immediately preceding candidates’ speeches.

RECOMMENDED SITUATION

- The Board composition, term and size remain the same as they are presently.
- The Board of Directors develops a director’s profile that identifies desirable qualities and experiences that becomes a policy in the Board Governance category and serve as a guideline for nominations.
- The process and timeline for the nominations process assures the CCA of effective leadership.
- The director’s profile policy is reviewed annually by the Board or a Committee of the Board.
- The director’s profile and nomination process is circulated to Member Associations sixty days prior to the close of nominations.
- Member Associations take the responsibility to identify and recruit individuals that fit the director’s profile and support candidates’ orientation and development. This is a process that should begin well before the nomination process. Grooming an effective Board member can span one or more NCCs prior to the one at which they are nominated as a Director. This is particularly true if Member Associations look beyond their internal hierarchy for potential leaders.
- Nominations, along with a candidate’s resume, photo and endorsement of nominator and nominee are submitted to by April 30th and all nominations are circulated along with the National Curling Conference package to Member Associations.
- Nominations close seven days prior to the first day of the National Curling Conference.
- The circulation of nomination packages (resume, photo and endorsement) received after April 30th to the voting delegates of the NCC is the responsibility of the nominator and/or nominee.
- Prior to holding the elections at the National Coaching Conference, all candidates or their spokesperson are offered five minutes to address the delegates and answer their questions.

RECOMMENDED DIRECTOR'S PROFILE

The following is the Joint Working Committee's recommended director's profile that can guide Member Associations in considering who to nominate to the CCA Board of Directors.

A broad range of experience in curling Experience as a player, tournament director, club and provincial administrator, coach – ideally in more than one role will help a Director appreciate the perspectives that need to be considered in policy development.

As connected as possible with the ownership– sharing similar personal or demographic characteristics as owners, caring about data and input from the ownership, identifying with the whole ownership rather than the segment from which they personally come; having structured contact with owners.

Understanding of the various organizations and groups in the curling community and their interconnections and knowledge of the diversity of perspectives that needs to be considered.

Strategic, big-picture orientation that allows a Director to be equally able to see the possibilities of the future as the realities of the present-day; to be inclined and capable of focusing on longer-term issues and forgoing the comfort and easier familiarity of the short-term; views the whole as more than the sum of its parts.

Conceptual outside-the-box thinker who can go beyond making single-event decisions and see the values (policy) that form the basis for decisions and who can reframe ideas and live with some degree of ambiguity as decisions evolve over time.

Team player who is able to engage in debate and support other Board members in airing different points of view while staying committed to speaking with a single voice.

Demonstrate moral courage necessary to stand their own ground to preserve Board discipline, raise uncomfortable issues, and challenge process, information and groupthink.

Comfortable with exercising the authority of leadership and delegating leadership – able to use authority responsibly and lead leaders.

Experience in organizations of similar program and budgetary scope will enable an appreciation of the complexity and scale of the association's mission.

Time to work effectively – being a full participant of a Policy Governance Board requires the willingness to maintain active contact with, and be accessible to, owners and stakeholders, to stay current with emerging issues, to prepare in advance and to be present at all meetings.

Recommendation #4: Education of Board of Directors and Member Associations

The CCA Board of Directors develops and implements a program that provides for the ongoing orientation, education and development of Board members and Member Associations to support the ongoing effective practice of Policy Governance.

In this recommendation:

- Background on why ongoing education is essential
- Recommended plan for Board recruitment and development
- Recommended plan for ongoing Board education and development
- Recommended plan for ongoing Member Association education and development

BACKGROUND

The effective functioning of any Board of Directors requires ongoing attention to recruitment, orientation, development and education. Unfortunately, national sport organizations, in general, do not devote much time to these matters. The adoption of a different approach to governance, particularly one that is less familiar for current and potential Board members will not effectively take hold without support for those who are expected to govern effectively.

Organizational change of any kind is successful only when there is coordination of all elements undergoing change, support is provided to individuals and groups who are expected to work in new or different ways and lavish communication supports the change efforts. This reality, supported by various studies, should be a wake-up call for the CCA as it contemplates implementation of the Joint Working Committee recommendations. It is not just the CCA Board of Directors who is affected; the ensuing change will also touch Member Associations and staff.

The CCA, like most national sport organizations, experience annual turnover in voting delegates to annual meetings and among provincial/territorial Boards of Directors. Most NSOs rely on osmosis or the passage of time to correct different levels of knowledge. A changing cast of characters and once-a-year assemblies make it particularly challenging to ensure consistency in governance and other organizational practices. There is little to suggest that orientation, development or education receives any greater attention at provincial or club levels.

For all of the above reasons, the education and development of the Board of Directors and Member Associations is a significant consideration for the CCA in moving forward

RECOMMENDED SITUATION: BOARD OF DIRECTORS RECRUITMENT AND DEVELOPMENT

1. Recruitment guidelines for Board nomination process

Guidelines for use in recruiting new Board members need to be developed and reviewed annually. Policy Governance requires a particular skill set and interest; these should be made known to potential candidates and those charged with nominations

2. An explicit plan for Directors development

Rather than leaving to chance that the individuals who are willing in any given year to stand as candidates will be ready to contribute to the leadership of the organization, Member Associations can take different steps to taking chance out of the equation.

- Current and future candidates should be encouraged to attend the orientation at the NCC.
- Member Associations should take advantage of the opportunity to bring or endorse the attendance of future candidates as observers to the NCC.
- Individuals with aspirations as Board members should be encouraged to take responsibility for their own education.

RECOMMENDED SITUATION: BOARD OF DIRECTORS - ONGOING

The Board of Directors should develop the specific elements of the ongoing education and development program that includes the following:

1. Standard orientation process

A formal standardized orientation is required by the 2008 NCC for the directors who will join the CCA Board of Directors. The orientation can incorporate a wide range of elements including reference material (printed, web-based, DVD, etc.) including by-laws, policies, minutes, budget, Board calendar, etc.; (telephone or face-to-face) meetings or scheduled follow-up with the Chair the CEO; etc.

2. Governance reference

This governance reference provides a background on the reasons for adoption of Policy Governance, an overview of general principles, an explanation of how the Board works and its relationship with Member Associations. This reference can be used for new Board members, potential candidates, Member Association Boards, new staff and interested clubs, curlers and coaches. The reference could be available in different formats. The CCA could also develop a resource library of the Carver Guide Series that are small booklets on key Policy Governance elements.

3. Board mentors

Establish a process in which the two new Board members elected annually are assigned a Mentor, either a third or fourth-year veteran Board member. The expectations of Mentor need to be developed.

4. Board development

An annual investment in development of Board members' knowledge of Policy Governance process and/or skill training that enhances the ability to engage in dialogue, build consensus, facilitate participation and discussion, etc.

5. Individual governance education

Provision should be made to support individual Board members or possibly staff with a particular interest in Policy Governance to pursue further training or education with the intent of becoming an internal champion and longer-term support for the Board and Member Associations.

6. Access to coaching

An important element of ongoing support for the Board is access to coaching from an individual with expertise in Policy Governance; this could be internal or external. Coaching in process or practices for the purpose of improvement or resolving specific challenges will be valuable. While the Board will set up self-evaluation tools, there may be times where it is useful to check-in with another source. Coaching could also support a new Chair to take on their responsibilities.

RECOMMENDED SITUATION: MEMBER ASSOCIATION (OWNERS) EDUCATION – ONGOING

1. NCC New Presidents/Delegates Orientation

Beginning in 2008, an organized and formal orientation will provide all new presidents and delegates an introduction to Policy Governance, emphasizing the difference between, and guidelines for addressing, owner and customer issues, and Board-owner linkages.

2. Governance reference

See No. 3 in “Board Transition Ongoing”. The reference should be provided to all new presidents and delegates at the NCC orientation. It can also be made available to Member Association Boards of Directors at the time of their annual meetings. The reference should be available in easily accessible formats.

3. Development Workshops

The NCC provides an ideal time to schedule workshops that improve knowledge of Policy Governance process, showcase best practices of other organizations or provide skill training that enhances the ability to engage in dialogue, build consensus, facilitate participation and discussion or achieve win-win resolutions.

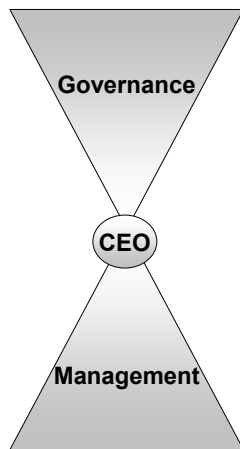
Recommendation #5: Board – CEO Relationship

The role of CEO is to ensure that the organization as a whole, 1) accomplishes the expected results that the Board sets out in Ends Policies; and 2) does not engage in means that the Board prohibits in its executive limitations policies..

In this recommendation:

- The role of the CEO
- Monitoring CEO performance
- The Board-CEO Linkages Policy
- The Board and CEO as a leadership team

BACKGROUND



The Role of the CEO

The illustration to the left shows:

- the CEO as the interface between governance and management.
- that the Board in governing distills the broad interests and concerns of the ownership to produce precise policies about ends and means that point the way for all management activity.

However the Board does not directly instruct management; it delegates its authority to the CEO who is charged by the Board to ensure that the organization as a whole, 1) accomplishes the expected results that the Board sets out in Ends Policies; and 2) does not engage in means that the Board prohibited in its executive limitations policies.

Further, the Board expects the CEO to use the full range of skills, experience and creativity at his/her disposal within the management structure. It is also the CEO's role to distill the full range of management activity and provide monitoring reports that provide precise data on progress and compliance with executive limitations. In so doing, the CEO or the Board can also identify where policies need more precision.

Monitoring of CEO Performance

In governing an organization, the Board is obligated to owners and stakeholders to ensure the organization meets expectations in terms of achieving results while operating within prudent business ethics and practices. The Board sets these expectations on behalf of owners when it defines what should be achieved (Ends) and what should be avoided (Executive Limitations). It subsequently communicates these expectations as well as delegates the authority to achieve them to the CEO.

The Board should think about CEO evaluation as equivalent to the evaluation of whether the *organization* has achieved what it should have and avoided unacceptable situations and activities.

- Using this orientation improves the objectivity of the process.
 - It does not mean that the Board and the CEO do not enjoy a personal relationship; however evaluation should not be compromised by personality conflicts or personal preferences in style.
 - Such factors can obscure the facts of organizational performance, either that the organization – and thus the CEO – is, in fact, achieving what it should or that it is failing to do so.
- This does not mean subjectivity is missing from this equation.
 - Governing is values-based. It is essential for the Board to learn about and understand the values of the ownership and to translate these values into what should be achieved and what should be avoided by the organization.
 - Subjectivity occurs in the decision-making process when the Board chooses between competing values to determine what should be achieved (Ends Policies) and what should be avoided (Executive Limitations Policies).
 - The more precisely the Board translates values into the expectations that directs the CEO, the more precisely it will be able to evaluate the performance of the organization – and the CEO. The Board communicates executive performance criteria to the CEO in the form of written policies.
- Once the executive performance criteria (Ends Policies, Executive Limitations Policies) are set, the Board must then establish the method and frequency of monitoring required for each policy. This schedule is documented in the Board-CEO Linkages policies, an example of which is included in the Appendices.

The Monitoring and Evaluation Process

- The CEO or others are obligated to provide the monitoring data identified in monitoring schedule.
 - This typically happens at each Board meeting.
 - The Board needs to judge the monitoring data it receives not simply treat it as a report; its process for doing so is documented in Board-CEO Linkages policies.
 - The Board must decide whether or not data meets performance expectations. Remember this data about the performance of the organization equally informs the Board of the performance of the CEO.
- Monitoring reports can be provided internally (by the CEO), externally (by an assigned third party) or by direct inspection (by an appointed director or committee of the Board).
 - The appropriate method depends on the nature of data that is required.
 - This does not eliminate the possibility of including input from staff, clients, the public, etc., however, input is sought only where it provides legitimate data about whether or not expectations are being met.
 - For example, if the Board has determined through an executive limitation that unfair or undignified treatment of staff is prohibited, then monitoring of this policy requires the Board to acquire data on whether any staff have been treated in an unfair or undignified manner, not just by CEO but by anyone in the system

because the CEO is accountable to the Board to prevent mistreatment of staff and volunteers by anyone in the management system (within a reasonable interpretation).

- The Board also schedules, at minimum, an annual discussion of cumulative monitoring data that is documented as a summary evaluation of the performance of organization and CEO. This constitutes the formal summative performance evaluation.
- The purpose of evaluation is to make the future better by articulating executive performance expectations more precisely.
 - It is important for the Board to decide what to do when performance criteria are not met.
 - This can be done in a policy in the Board-CEO linkage category which sets out principles to help the Board distinguish among failures. If the consequence of not meeting performance expectations results in a bothersome situation or interrupts current productivity rather than threatening organization survival or damaging a critical asset that requires long time to recovery such as the organization's public image, the resulting action by the Board would be different.
- The important result of CEO evaluation is that it enables the Board to serve its central purpose – that of ensuring that the organization achieves what it should while avoiding unacceptable situations.

The Board-CEO Linkage Policies

The Board-CEO Linkage policy:

- Commits the Board to delegate to staff and management volunteers only through the CEO
- Outlines the job products of the CEO
- Specifies how the evaluation of the CEO performance will take place.

Board-CEO Leadership Team

The relationship of the Board and the CEO is absolutely essential in an organization, regardless of the governance model used. Policy Governance provides a framework for this relationship that sets the stage for effective governance and management. The keys to this are the formal separation between the job of the Board and the job of the CEO, and the link between their contributions.

Within this framework, both the Board and the CEO demonstrate leadership but they do so in different aspects of the organization. As described in detail in earlier recommendations, the Board leads by defining outcomes to be achieved by the organization (Ends) and the boundaries for the means which can be used to achieve those outcomes (Executive Limitations). CEO leadership has two components. First, the CEO is charged to lead the association to accomplish results at least to the level set by the Board in Ends Policies. Second, the CEO must set high standards for ethics, prudence, creativity and concern for people that are compliant at least to level of the limitations established by the Board in Executive Limitations Policies.

CURRENT SITUATION

The Role of the CEO

Using a traditional governance model the CCA Board tries to distinguish its role from that of the CEO by identifying their respective domains as those of policy and management. However, it is often difficult to determine where policy ends and management begins. Without the tool of executive limitations, the CEO is left to decide what means are unacceptable based on past practice, personal standards or majority opinion. If something goes wrong, the only choice left to the Board is question judgment in hindsight. This is a fairly weak leadership position and lessens the Board's capacity to maintain a single voice because the factors of personality, preferred styles and individual values complicate any judgment. It is difficult to arrive at a consensus about "what ought to have been done" whereas Policy Governance forces a Board to debate values about what it considers unacceptable before the fact. Although it feels awkward at first, it is actually easier to prohibit unacceptable situations than to try and prescribe acceptable conditions – particularly if this has to be done after the fact or incrementally as situations arise.

Monitoring CEO Performance

With a traditional governance model such as presently operating in CCA, it is almost impossible to equate organizational performance with CEO performance because Board and CEO decisions are often inextricably linked.

The National Plan and the Board-approved budget direct for management activity, however ongoing direction also comes from decisions made by the Board, the Operations Committee and the Finance Committee.

These mechanics create significant governance challenges. It is difficult to distinguish the outcomes for which the CEO is accountable, and those for which the Board is accountable. It makes it difficult to evaluate the performance of the CEO. It increases the likelihood that evaluation will be subjective and focus on personality or individual preference or style. This is not an effective situation for the CCA and compromises the Board-CEO relationship.

The underlying logic of any governance model creates different circumstances that must be managed. The challenges in the Board-CEO relationship described above are systemic in nature cannot be attributed to individuals. If the association wants different results, then it is necessary to change the equation. This is what implementation of Policy Governance will accomplish.

Board – CEO Leadership Team

In the traditional governance model of the CCA it is generally hard to distinguish between staff decisions that are ratified by the Board and decisions that are truly Board decisions. This happens when the Board's agenda is dominated by management (or customer) issues identified by the Operations Committee or brought forward by Member Associations. This relationship is substantively different from that which would exist if the Policy Governance model were functioning.

Recommendation #6: Ends Policies

The Board of Directors develops a comprehensive set of Ends Policies that define the results the CCA is to achieve, for whom and at what cost or priority by the 2009 AGM.

In this recommendation:

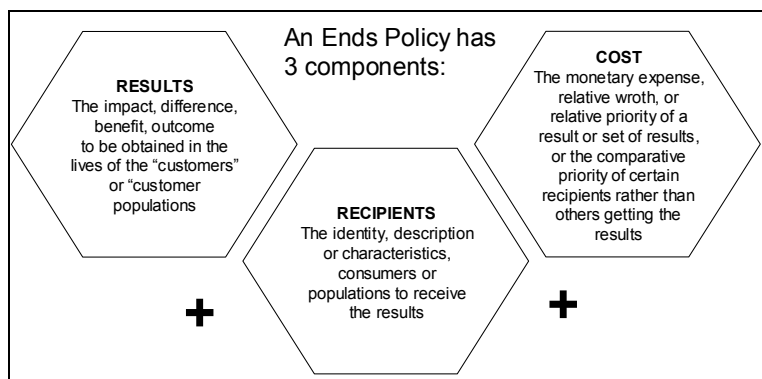
- A description of the unique concept of Ends policies
- Guidelines for developing Ends policies
- Recommended process for CCA to develop Ends policies
- Suggesting how CCA policies might look

DEFINITION OF ENDS

“Ends” is a word that describes a concept unique to Policy Governance. Other words that we use to describe direction-setting such as goal, result, outcome, or product, don’t quite deliver the full meaning of “Ends”. Ends define what results an organization holds itself accountable for producing in the world, for which people, at what cost. Ends policies translate owners’ values into statements that specify the impact owners want the organization to have in the world.

While organizational tools like strategic and operational planning identify objectives, end results or outcomes, they more typically concentrate on mapping out programs, services, projects, products, etc. that are needed to accomplish results, objectives or outcomes. Traditionally, Boards focus on programs, services, markets, products, personnel, finances – that are the means to an end – without necessarily knowing if these means will truly make a difference for those the organization wants to serve. It is not that the careful design of means is unimportant. It is a question of priority and determining ends is always of first-order importance. The value of any organizations, after all, is not in what they do, but what they accomplish.

Determining the Ends of an organization is different from strategic or operational planning. A Board of Directors should focus primarily on Ends – the most demanding and crucial task of governance. In the case of the Canadian Curling Association, this will involve deciding what results should be achieved for the different configurations of members and other stakeholder groups, and the relative worth of these results to the association.



Components

Ends policies are distinctive statements. They are not vague generalizations or a description of the organization's activities. They identify the intended impact of the organization. Ends are ultimately measurable no matter how broadly stated. Ends embrace the three distinct components that are illustrated on the previous page.

Cost is most unique of the three components of an Ends policy. The cost component of an Ends policy is more expansive than the narrow accounting interpretation. The governance task is not to "figure out the cost" of accomplishing something but rather it requires a Board to determine the worth or relative worth of pursuing an End.

Cost in an Ends policy can be characterized in a variety of ways.

- Relative priority of a result or set of results
- Comparative priority of certain recipients rather than others getting the results
- In comparison to an external standard, e.g., "With a level of efficiency comparable to other similar organizations".
- Opportunity cost which limits choices, e.g., "Without compromise to physical, emotional or psychological safety of participants or the spirit or the law of fair competition".
- Percentage of resources, e.g., "Will concentrate X% of resources of its efforts and resources", or "With an expenditure not exceeding X% of its available funds".
- Time frame, e.g., "By the time of the 2014 Olympics"
- Level of satisfaction, e.g., "Obtaining a 75% satisfaction rating with members".
- It can still be expressed in monetary terms, e.g., "At a cost that does not exceed the available resources in any given fiscal year" or "At a cost not exceeding \$X".

Examples

Organizations take different approaches when developing Ends statements. Below are two actual samples from a school district and a market cooperative, separated to show the three components.

RECIPIENTS: Every student who experiences the joy of learning in the Sunrise School Division

RESULTS: will be prepared for the future, with the knowledge, skills and values to achieve their personal life goals

COST: at a cost of not more than \$44,993,434.00 (operating) and not more than \$737,384.00 (transfers to capital) approved by the Board for the 2005-2006 school year budget.

The Cooperative will be guided by its mission statement and the Rochdale Cooperative Principals in endeavoring to achieve Ends. The Cooperative's mission statement states: Hunger Mountain Cooperative is a community-based,

RECIPIENTS: member-owned cooperative

RESULTS: whose resources are dedicated to providing healthy food and ecologically sound goods and services

The Cooperative supports local enterprises and works to educate the community about good health and environmentally sound practices.

COST: at the lowest possible real cost, acknowledging that monetary cost does not include all of the costs of production, distribution and use. (01/02/06)

DEVELOPING ENDS POLICIES

“Ends” policies express the values of an organization by articulating its choices about the results or outcomes it seeks, the people those results are for, and how much it feels these outcomes are worth in terms of resources. The process for arriving at Ends Policies should cause a Board to question itself and its owners at the deepest possible level. While every Board’s deliberation process is unique, two things are common:

- The development of Ends policies takes time.
- It engages its owners in the debate in some form.

An organization does not come to a standstill while a Board develops Ends policies. In fact, the development of the full complement of Ends policies may span years, rather than months. There are three common strategies to kick start the process and provide a framework for ongoing policy work by Board and means work by staff and volunteers.

1. Create a temporary “holding” Ends statement such as “Whatever Ends the Board has stated or implied in previous decisions or approvals will stay unchanged, pending formal adoption of Ends policies”, along with an additional temporary Executive Limitations policy that states: “The CEO shall not significantly alter the funding, size, scope of current results for consumers.”
2. Organize a concentrated “policy blitz” in the form of a retreat or extended Board meeting that aims to develop a “mega-Ends” policy and the first draft of second-level policies. Ends policies, like all policy-development in Policy Governance starts with the most general and then proceeds through successive levels of detail until such time that the Board is content to leave the achievement of a particular Ends to any reasonable interpretation of the CEO.
3. Plan for initial and ongoing consultation with owners and stakeholders and collection of information.

RECOMMENDED PROCESS

The CCA has at its disposal the tools of a traditional policy Board, a National Plan as well as a Policy and Procedures Manual. These documents can continue to serve as a guiding framework for the Board of Directors until such time as there is an Ends policy framework. Both documents contain content that should be considered in the initial phase of Ends policy development.

The development of Ends Policies should be done using the three steps suggested above including:

- Approval of temporary “holding” Ends statement that would essentially provide for the current CCA Vision, Mission, National Plan and Policies and Procedures to stay in effect until they are gradually replaced or integrated into new Ends Policies.
- Initial consultation with MAs that provides input for a Board policy development retreat.

- Development of a Mega Ends statement and the initial second-level ends statements based on MA's input and consideration of existing CCA Vision, Mission, National Plan and Policies and Procedures.
- Schedule of ongoing work to further develop the Ends Policies.

HOW CCA ENDS POLICIES MIGHT FLOW

What follows is a sample of what CCA Ends Policies could look like. The sample is limited by the fact it is based solely on currently available documents which have been reorganized; there has been no additional consultation or research as would be done in the actual process.

The sample CCA Ends Policies are organized and numbered in standard form, starting with the Mega-End (E1) and then proceeding with second level Ends (E2 to E7). One second-level Ends Policy has been further elaborated to show third-level and fourth-level Ends.

E1 Mega (or Global) End

Curling is the world leader in the development of the sport and international competitive performance; and curling is the predominant winter sport of choice by Canadians.

E 2 High Performance

The CCA will provide selection, training, sport science and sport medical, and competition support to talented athletes and coaches whose future aspirations include success at the national, world, Olympic and Paralympic levels, without compromise to their physical, psychological or emotional health or the principles of fair play and drug-free sport.

Accordingly,

E.2.1 A year-round national training centre makes available the fullest possible range of training and performance enhancement services to prepare regional and provincial-level high performance athletes and coaches for national and international performance. The training centre will be funded through a partnership including, but not limited to Sport Canada, CODA, the CAC, provincial/territorial governments, MAs, local curling clubs, NCI, athlete assistance funding programs and scholarships.

E.2.1.1 The training centre makes possible the identification and recruitment of talented athletes and coaches for high performance training.

E.2.1.1.1 Athletes and coaches will be selected on the basis of systematic criteria that emphasize performance consistency at provincial/territorial level, Olympic qualification process and World Curling Tour.

E.2.1.1.2 Participation is limited to an approximate maximum of 80-100.

E.2.1.2 The training centre experience is a positive motivator in talented athletes and coaches continuing in curling.

E.2.1.3 The training environment facilitates optimum curling and coaching performance.

E.2.1.4 The training centre maintains a balance of sport, school and social development that enables the athletes to remain committed to high performance training.

E.2.1.1.4 Selection criteria will consider educational objectives and work commitments of participants.

E.2.1.5 Programs are developed in conjunction with provincial/territorial and national sport representatives.

E.2.1.6 Information sharing among high performance coaches, athletes and technical coordinators is facilitated.

E.2.1.7 The training centre program will support high performance programs including, but not limited to provision of leadership and consulting services to other regional and provincial/territorial programs; organization of camps for high performance athletes and coaches from other regional and provincial/territorial programs; pre-world championship training for Canadian teams; Olympic team preparation; hosting of international training and development seminars; hosting of competitions that support preparation of athletes for optimum high performance.

E.2.2 An ongoing high performance coaching development system trains an adequate number of appropriately skilled coaches for each tier in a multi-tiered Athlete Development Program.

E.2.3 Development programs are specifically-designed for each national skill/age-based tier of athlete.

E.2.4 A sufficient number of high quality national and international competitions are available to meet the needs of all tiers of high performance curlers.

E.2.5 The application of sport science among high performance curlers will be standard practice.

E.2.6 High performance curlers are knowledgeable about the Drug-Free sport policy.

E.2.7 High performance athletes and coaches are involved in decisions about the CCA's high performance programs.

E.2.8 Currently under-represented populations increasingly participate as high performance coaches.

- E3 Championships
- E4 Club Development
- E5 Grassroots Development of Participants and Instructors/Coaches
- E6 Research and Development
- E7 International Leadership

Recommendation #7: Implementation Plan

The Board of Directors completes the transition to a Policy Governance model using a schedule of meeting milestones and report on the status of the plan at the 2008 NCC.

One of the most critical factors in ensuring a successful transition is a clear implementation plan. Below is the Joint Working Committee's recommended schedule of benchmarks. It is important to recognize that even the most detailed of plans will not foresee every situation that may arise. Neither will the most meticulous preparation avoid the inevitable "muck in the middle" that appears in the course of any change.

BOARD OF DIRECTORS MEETING – SUNDAY JUNE 17

1. Review the implementation plan.
2. Confirm coaching support (or process to access coaching support) for Board transition to Policy Governance.

Ongoing support to the Board through the first year is needed to ensure the application of Policy Governance process, significant progress in the development of a policy framework and creation of meeting and monitoring/evaluation tools for the Board's use.

3. Confirm Board's work plan and Board education plan for first year
4. Schedule a Board retreat within six weeks of NCC, in addition to the three standard meetings.
5. Schedule an extra day for each of the fall and spring Board meetings to facilitate the Board's completion of its policy development work plan.
6. Eliminate Board committees/Board participation in committees that do management work.
7. Maintain appointment of Board representatives to events but reorient their purposes to be that of Board-owner linkage and seeking input of stakeholders to policy development.
8. Identify pending Board business and determine an approach to managing these items with a Policy Governance orientation.
9. Plan survey of MAs and other stakeholders that helps the Board understand owners' values that should be reflected in Executive Limitation Policies to be developed at the Retreat.

BOARD RETREAT – SUMMER 2007

1. Board orientation and development

Special attention is needed to ensure an effective beginning to the transition. A comprehensive overview of Policy Governance will be the focus of the first day of the Board retreat. A second focus of the retreat will be to build the trust and teamwork that will support new Board practices and policy development.

2. Staff orientation
Policy Governance requires different practices and behaviours on the part of staff, in particular the CEO and senior staff members. Senior staff will attend the first day of the Board retreat.
3. Approve a Board Governance Process policy that includes monitoring plan and schedule.
4. Establish Board Committees as determined in the Board Governance Process.
5. Approve Executive Limitations policies that include monitoring plan and schedule.
6. Approve an 'Ends plug': "Whatever "Ends" the Board has stated or implied in previous decisions or approvals will stay unchanged, pending formal adoption of Ends policies."
7. Set up system for distinguishing the information for policy discussion that supports growing understanding of Board's work:
 - a. Information only material in compliance with Communication and Counsel to Board policy;
 - b. Monitoring reports;
 - c. Policies in different categories: Executive Limitations, Board-CEO Linkages, Board Governance Process and Ends.
8. Identify pending Board business and determine an approach to managing the transition that utilizes an approach with a Policy Governance orientation.
9. Identify all 'consent agenda' items that must be included in the Board's agenda.
10. Maintain post-Board communication to MAs.
11. Maintain President/President MAs teleconference but ensure agenda reflects ownership issues

BOARD OF DIRECTORS FALL 2007 MEETING

1. (Before the meeting) Complete survey of MAs and other stakeholders that provide input to the Board's deliberation on Ends Policies and help the Board understand owners' values that should be reflected in Ends Policies.
2. Eliminate standard CEO reports and staff reports on various programs and replace them with monitoring reports.
3. Approve working version of Mega Ends Policy
4. Approve working version of second-level Ends statements
5. Set up policy development schedule, progress and working versions of policies on CCA web site.
6. Establish an ongoing schedule for links with owners including both the reasons for the linkage and the means to be used.
7. Publish Policy Governance FAQs that is available on the CCA website that can be used in the orientation of potential CCA Board members, new MA Board members, new staff, etc.

8. Maintain post-Board communication to MAs.
9. Maintain President/President MAs teleconference but ensure agenda reflects ownership issues.

BOARD OF DIRECTORS SPRING 2008 MEETING

1. Approve Mega Ends Policy.
2. Approve second-level Ends statements.
3. Eliminate standard CEO reports and staff reports on various programs and replace them with monitoring reports.
4. Establish CEO performance review process that is consistent with Policy Governance.
5. Complete separation of Board policies from operations policies and publish revised National Handbook on Operational Policy.
6. Determine schedule of Board representation at events as part of the ongoing schedule for links with owners and seeking input from stakeholders.
7. Approve Directors profile for use in the nominations process for candidates for the Board of Directors.
8. Publish nominations process and timeline that ensures effective Board leadership.
9. Maintain post-Board communication to MAs.
10. Maintain President/President MAs teleconference but ensure agenda reflects ownership issues

BOARD OF DIRECTORS JUNE 2008 MEETING

1. Confirm Board's work plan and education plan for second year
2. Hold first orientation of candidates and new delegates and MA presidents at 2008 NCC.
3. Use the NCC as an opportunity for owners input to third level Ends Policies.

BY THE 2009 AGM

1. Approve third or final level of all Ends statements.
2. Approve plan for regular and ongoing review of Ends Policies.
3. Approve yearly agenda cycle for Board.
4. Hold a minimum of one Board-to-Board dialogue.
5. Approve standardized orientation process for new Directors.
6. Complete Governance reference and make available for use by MA Boards, new staff etc.
7. Implement Board mentoring process.
8. Create budget support for individual governance education of directors.
9. Conduct third-party review of the effectiveness of the Board of Directors in applying Policy Governance.

APPENDICES

The Appendices include example policies that are referred throughout the recommendations.

Examples policies that were created as samples for the CCA include:

Board Governance Process

Executive Limitations

Board – CEO Linkages

A series of ENDS Policies from other organizations are included to provide an idea of how different organizations approach these policies.

POLICY TYPE: BOARD GOVERNANCE PROCESS

General Board Governance Process

The board, on behalf of the curling community, will govern the Association with a strategic perspective, by continually improving its capability to evolve and express the organization's vision and values and speaking at all times with one voice.

Governing Style

The board will approach its governing style in a manner that emphasizes:

1. Strategic leadership
2. Outward vision rather than internal preoccupation
3. Clear distinction of board and CEO roles
4. Encouragement of diversity of viewpoints
5. Collective rather than individual decisions
6. Being proactive rather than reactive
7. Learning from the past with a focus on the future

In this spirit, the board will:

1. Deliberate in many voices and govern in one.
2. Be accountable to the membership for competent, conscientious and effective governance, allowing no director or committee of the board to hinder or be an excuse for not fulfilling this commitment.
3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to attendance, policy-making principles, respecting established roles, speaking with one voice and concentrating on effective governance and ensuring continual improvement of board processes and capabilities
4. Direct and inspire the organization through the thoughtful establishment of broad written policies reflecting the board's values and perspectives about the ENDS to be achieved and means to be avoided. The board will focus on strategic outcomes, not on the administrative means of attaining those ENDS.
5. Cultivate a sense of group responsibility. The board will be responsible to leverage the expertise of individual directors to enhance the knowledge and ability of the board as a whole.
6. Educate itself regarding changing values and conditions in the external environment and establish policy that helps the Association adapt to these changes.
7. Educate itself regarding the values of the broader Canadian and international sport communities. To that end board members may serve as CCA representatives to external agencies and attend special meetings of the sport community.

8. Educate itself regarding the values held by the curling community and act under the influence of those values. This will be facilitated by consultations with players, provincial representatives, tournament organizers, officials, coaches, staff and others by letter, personal contact, electronic communication or attendance at events.
9. Provide an orientation to new directors about the board's governance process.
10. Provide opportunities for periodic board discussion of process improvement.
11. Monitor and discuss the board's process and performance at each meeting. The self-monitoring will compare board activity and discipline to policies in the "Governance Process" and "Board-CEO Relationship" categories.
12. Review all governance policies as necessary, but not less frequently than according to the following schedule:

Policy	Frequency of Review
ENDS	Annually
GOVERNANCE PROCESS	Annually
BOARD-CEO RELATIONSHIP	Annually
EXECUTIVE LIMITATIONS	Annually

The board shall examine each policy by posing and responding to the following questions:

- Did we adhere to the policy?
- What, if any, revisions are necessary?

13. Fulfil any responsibilities required by law.

Board Job Description

The job of the Association board is to serve as stewards for the members in determining and evaluating appropriate organizational performance. The board is to make contributions to the Association which are unique to its trusteeship role and necessary for proper governance.

To distinguish between its own unique job and that of its CEO, the board will concentrate its efforts on the following outcomes:

1. Written governing policies which at the broadest levels address:
 - a. Governance Process: These policies describe how the board conceives, carries out and monitors its own task.
 - b. Board-CEO Relationship: These policies describe how authority is delegated, and its proper use monitored; and outlines the authority and accountability of the CEO.
 - c. Executive Limitations: These policies place constraints on executive authority which establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.
 - d. Ends: These policies describe the benefits to be produced, the people to be serviced and the cost of meeting these goals.

2. Clearly defined linkages with the membership, the larger curling community, the Canadian sport community and external agencies.
3. Appeals process for member grievances.
4. Annual evaluation of the CEO's performance.
5. A plan and strategy for External Representation.
6. Ongoing advocacy with Government.

Agenda Planning Cycle

1. To accomplish its work with a governance style consistent with its policies, the board will follow an annual agenda which:
 - a. Includes an annual exploration of Ends Policies, and
 - b. Continually improves its performance through board education as well as through consideration of input, earnest deliberation, while practising effective dialogue.
2. The cycle will conclude each year no later than the last day of May so that administrative planning can be based on accomplishing a one-year segment of the board's most recent statement of long term Ends.
3. The cycle will start with the board's development of its agenda for the next year. This will be done in the first four to six weeks of the cycle.
 - a. Consultations with selected groups within the curling community, or other methods of gaining their input, will be determined and arranged where necessary and advisable.
 - b. Board education related to policy governance and/or ENDS determination will be arranged in the first quarter, to be held during the balance of the year.
4. Throughout the year, the board will attend to consent agenda items as expeditiously as possible.
5. CEO monitoring reports will be included on the agenda at each meeting.
6. CEO remuneration will be reviewed on an annual basis with performance evaluation being consistent with the monitoring criteria of CEO performance as outlined in Board-CEO Linkage policies.

Chairperson's Role

The Chairperson's role assures the integrity and fulfilment of the board's process and secondarily, occasionally represents the board to outside parties.

1. The Chairperson's role is to ensure the board behaves consistent with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content will only be those issues which, according to board policy, clearly belong to the board to decide, not the CEO.

- b. Deliberation will be fair, open and thorough, but also efficient, timely, orderly and kept to the point.
2. The Chairperson will support the board in accomplishing its work by facilitating effective working relationships among individual directors and creating a productive meeting environment.
3. The authority of the Chairperson rests in making decisions that fall within board policies on Governance Process and Board-CEO Relationship, except where the board specifically delegates portions of this authority to another individual or committee(s). The Chairperson is authorized to use any reasonable interpretation of the provisions of these policies.
 - a. The Chairperson is empowered to chair board meetings with all the commonly accepted responsibility of that position. (e.g., ruling, recognizing)
 - b. The Chairperson has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore the Chairperson has no authority to supervise or direct the CEO.
 - c. The Chairperson may represent the board and the association to outside parties in announcing board-stated positions and in stating Chair decisions and interpretations within the area delegated to him or her.
 - d. The Chairperson may delegate this authority but remains accountable for its use.
 - e. The Chairperson, in consultation with the CEO, is responsible for the presentation of the meeting-by-meeting agendas which will be based on the Agenda Planning Cycle created by the board and may include other items identified by the board.
4. The Chairperson will maintain ongoing communication with the CEO between board meetings, in a manner and schedule determined jointly, in order to stay informed of issues and activities and identify matters for future board consideration.
5. The Chairperson will decide with the CEO, the means of ensuring the board is apprised of matters of importance as they arise between board meetings.

Board Members' Code Of Conduct

The board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

1. Directors must act in the interests of the ownership. This accountability supersedes any conflicting loyalty to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any board member acting as an end-user of the organization's services.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.

- a. There must be no self-dealing or any conduct of private business or personal services between any Director and the CCA, except as procedurally controlled, to assure openness, competitive opportunity, and equal access to inside information.
 - b. When the board is to decide upon an issue about which a Director has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
 - c. Directors must not use their positions to obtain benefit for themselves, family members, or close associates. Should a Director desire employment with the CCA, he or she must first resign.
 - d. Directors will annually disclose their involvement with other organizations, vendors, or any other associations that might produce a conflict.
3. Directors may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
- a. Director interaction with the CEO and staff is encouraged; however individual Directors or groups of Directors shall recognize authority over the CEO or staff is only through the board as a whole.
 - b. Directors' interaction with public, press or other entities must recognize the same limitation and the inability of any board member to speak for the board, and then only to repeat explicitly stated board decisions.
 - c. Members will give no consequence or voice to individual judgements of CEO or staff performance, except as that performance is assessed against explicit board policies by the official process.
 - d. Members will respect confidentiality appropriate to the issues of a sensitive nature and/or discussions that take place in In-Camera sessions.
4. Directors shall, at all times, act with decorum and shall be respectful of other Directors and members of the staff, as well as CCA members.

Board Committee Principles

Board committees, from time to time, may be used to complete certain tasks, particularly the task of gathering information and generating options. Board committees exist only to assist the Board in its work and never to involve itself in the responsibilities of staff. This policy applies to any group that is formed by board action, whether or not it is called a committee and regardless of whether the group includes non-Board members. It does not apply to committees formed under the authority of the CEO.

Accordingly:

1. The Board will clearly describe and document the scope and time limit of a committee's mandate, context, and budget limitations.

2. No committee will be created for the purpose of helping, advising, instructing or exercising authority over any aspect of organization that has been delegated to the CEO.
3. Board committees cannot exercise authority over staff. Because the CEO works for the full board, he or she will not be required to obtain approval of a board committee before an executive action.
4. Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.
5. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore a board committee that has helped the board create policy on some topic will not be used to monitor organizational performance on that same topic.

Cost Of Governance

Because poor governance costs more than learning to govern well, the board will invest in its governance capacity.

NOTE: Other aspects that may be included in Board Governance policies include: Committee Structure, Standing Committees, and Board Members' Expenses.

Examples of Board Committees

Following are possible Committees of the Board that could be established and the results for which they would be accountable.

Finance and Audit Committee

Results:

1. Review of the budget prior to presentation to the Board to a) determine that the allocation of resources is consistent with the end results to be achieved and b) is compliant with Financial Limitations as expressed in the Executive Limitations policy.
2. Review of the audited statement prior to presentation to the Board to a) ensure compliance with Financial Limitations, b) identify any areas that require policy modifications.
3. Advise on appropriate ends/limitation with respect to charitable donations, fundraising, risk management and financial reporting.
4. Review of the monitoring reports on all finance-related limitations

Composition:

- Appointed annually by the Board of Directors
- Chair is a designated member of the Board
- X# of members, all of whom are financially literate as the Board in its business judgment interprets such qualification
- Board may appoint members from outside of the Board of Directors

- Should a vacancy occur on the Committee, for whatever reason, the Board may appoint a qualified person to fill that vacancy for the remainder of the vacant position's term.
- The Board may remove any member of the Committee.

Resources: sufficient budget to meet prior to Board meeting.

- Should a vacancy occur on the Committee, for whatever reason, the Board may appoint a qualified person to fill that vacancy for the remainder of the vacant position's term.
- The Board may remove any member of the Committee.

Governance Committee

Results:

1. Perform review of Board policies and recommend areas for Board consideration.
2. Recommend and prepare amendments to the Letters Patent or Bylaws
3. Coordination of board evaluation process
4. Coordinate board development activities to enhance the quality of Board discussion on governance matters and facilitate effective Board decision-making.
5. Plan member governance education activities.
6. Review of Directors profile

Composition:

- Appointed annually by the Board of Directors from among its members
- Upon appointment of members, the Board of Directors shall appoint a Chairperson
- The Board shall ensure continuity from one year to the next by appointing no more than two (2) new members to the Committee in any given year.
- Should a vacancy occur on the Committee, for whatever reason, the Board may appoint a qualified person to fill that vacancy for the remainder of the vacant position's term.
- The Board may remove any member of the Committee.

Resources: The Committee will be provided sufficient resources to engage third parties as needed to assist with board evaluation and member education.

POLICY TYPE: EXECUTIVE LIMITATIONS**General Executive Limitations**

The CEO shall not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, unethical or in violation of commonly accepted business standards.

Financial Conditions and Activities

With respect to the actual, ongoing condition of the Canadian Curling Association's health, the CEO shall not cause, or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Ends Policies.

Accordingly the CEO may not:

1. Expend more funds than have been received in the fiscal year to date than have been received in cash flow, cash advances, or are provided for in the authorized lines of credit or authorized overdraft amounts.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within the fiscal year end.
3. Fail to settle the payroll and liabilities in a timely manner.
4. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
5. Use restricted contributions for any purpose other than that designated by the contributor.
6. Keep athlete reserve funds and operating revenues in same account.
7. Endanger the "Registered Charitable Amateur Athletic Association" status of the CCA.
8. Make a financial commitment to events greater than reasonably achievable sponsor revenue.
9. Fail to obtain Board approval of contracts which materially and significantly affect the stability of the organization.
10. Make purchases or commitments without due consideration to quality, servicing, value for dollar and opportunity for fair competition. Accordingly, the CEO shall not:
 - a) Make any purchase wherein normally prudent protection has not been given against conflict of interest.
 - b) Make any capital acquisition or capital repair of \$5,000 or greater without having obtained three comparative quotes.
 - c) Make a single purchase or commitment greater than \$25,000 not approved through the budget process.
 - d) Enter into third party contracts, excluding employment related contracts, with a term in excess of five (5) years or with an annual commitment greater than \$25,000.
 - e) Fail to consider the economic feasibility of financing purchases.
 - f) Commit the CCA to a payment period greater than the useful life of an asset.

11. Fail to aggressively pursue receivables of a material amount after a reasonable grace period.

Business and Financial Planning

Planning and budgeting for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board-stated Ends priorities, risk fiscal jeopardy, nor fail to be derived from annual and multi-year business plans.

Accordingly the CEO shall not:

1. Fail to prepare a multi-year plan that demonstrates meeting the organizations Ends, is of less than 4 years in duration. Accordingly, the CEO shall not develop a multi-year plan without:
 - a) Prior consultation with the Member Associations and the organization's stakeholders.
 - b) Multi-year outcomes, goals and objectives.
2. Operate the affairs of the Association without an annual plan that demonstrates meeting the organizations Ends. Accordingly the CEO shall not:
 - a) Conduct the affairs of the Association without evaluating the programs and activities of the previous fiscal year.
 - b) Fail to include an environmental scan, accomplishments and lessons learned, key issue or goals, and strategies.
3. Cause or allow budgeting which:
 - a) Contains too little information to enable credible projection of revenues and expenses.
 - b) Fails to separate capital, operational, program and championship season expense categories.
 - c) Fails to separate revenue categories.
 - d) Fails to include cash flow analysis.
 - e) Fails to disclose planning assumptions.
 - f) Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, unless approved in advance by the board.
 - g) Fails to provide a contingency plan the worst case scenario.
 - h) Projects use of the Long Term Reserve Fund without prior approval of the board.
 - i) Fails to include provisions for increasing the Association's Long Term Reserve Fund by an amount approved by the board.
 - j) Fails to provide adequate funds for the Board's direct use during the year, such as costs of fiscal audit, Board development, Board and committee meetings, ownership linkage and Board legal fees.

Asset Protection

The CEO shall not allow the tangible and intangible assets of the CCA to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the CEO shall not:

1. Operate without a Risk Management process which:
 - a) Identifies and interprets risks.
 - b) Attempts to quantify the extent of the exposure.
 - c) Utilizes processes to mitigate risk.
 - d) Continues to monitor exposure.
2. Fail to place, or cause to be placed, property insurance coverage providing the CCA with appropriate coverage against losses to the property under control of the CCA due to theft, fire and other casualties at a prudent replacement cost value
3. Fail to place, or cause to be placed commercial general liability insurance coverage providing the CCA, its employees or volunteers acting on behalf of the association with appropriate coverage against claims by third parties for bodily injury and property damage.
4. Fail to place, or cause to be placed, Directors and Officers liability coverage insurance providing board members, staff, volunteers and the organization itself with coverage against a claim made against them in such capacities in an amount of less than \$2,000,000.
5. Cause or allow decisions, actions or circumstances which unnecessarily expose the association, its Board or its staff to claims of liability.
6. Receive, process or disburse funds without a documented system of controls which are insufficient to meet the Board-appointed auditor's standards.
7. Fail to designate appropriate administrative signing authorities.
8. Acquire, encumber or dispose of land or buildings real estate property without prior board approval.
9. Fail to maintain an inventory of significant capital property of the CCA as necessary for insurance purposes.
10. Cause or allow equipment and property to be subjected to improper wear and tear or insufficient maintenance.
11. Invest the association's liquid and operating capital in anything other than an insured chequing account or Canadian government secured short or long-term deposit of less than an AA rating, or in a non-interest bearing account.
12. Fail to protect intellectual property, information and files from loss or significant damage.

Accordingly the CEO shall not:

 - a) Fail to maintain an up-to-date prioritized plan for necessary information systems enhancements or acquisitions.

- b) Fail to meet legislated requirements for records retention, confidentiality and freedom of information.
- c) Fail to protect from unauthorized access to information.

Treatment Of Staff And Volunteers

With respect to treatment of the paid or volunteer staff, the CEO may not cause or allow conditions that are unsafe, unfair, undignified or disrespectful, fail to provide appropriate confidentiality and privacy or which would result in potential staff or volunteers to view the CCA as an undesirable employer.

Accordingly the CEO may not:

1. Operate without written human resources policies and procedures which at a minimum are clarify expectations and working conditions for staff, provide for effective handling of grievances and protect against wrongful conditions.
2. Operate without an appropriate orientation program or documented job descriptions for all staff and operational volunteers.
3. Prevent staff from grieving to the board when a) internal procedures have been exhausted and b) the employee alleges either that c) board policy has been violated to his/her detriment or d) board policy does not adequately protect his/her human rights.
4. Discriminate or allow discrimination against staff for non-disruptive expression of ethical dissent.
5. Engage in or permit any form of harassment of any employee, volunteer or contractor while involved in CCA related business.
6. Allow staff to go unevaluated for more than 13 months or new staff or staff in new positions to go unevaluated for more than 6 months.
7. Fail to develop a plan for the ongoing professional development of all staff.
8. Fail to develop a plan to recognize and foster the contributions of volunteers.
9. Fail to establish and maintain a work environment that fosters teamwork, communication, efficiency and effectiveness.

Compensation And Benefits

With respect employment, compensation and benefits to employees, consultants, contractors and volunteers, the CEO may not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, the CEO may not:

1. Change the CEO's own compensation and benefits.
2. Promise or imply employment that cannot be terminated for cause or upon reasonable notice.
3. Create obligations over a longer term than revenues can be safely projected and in no event longer than five years.

4. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
5. Hire employees without posting and circulating the position at a minimum within the curling community.
6. Hire employees, consultants for contractors based on anything other than job-relevant qualifications and/or job performance.

Treatment Of Consumers

With respect to interactions with consumers or those applying to be consumers, the CEO shall not cause or allow conditions, procedures or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Accordingly, the CEO may not:

1. Operate without communication guidelines in place to deal with volunteer, member, club or community inquiries and expressions of concern.
2. Use application forms or contracts that elicit information for which there is no clear necessity.
3. Use methods for collecting, reviewing, transmitting or storing client information that fails to protect against improper access to the information elicited.
4. Restrict access to information appropriate to the requesting consumer.
5. Maintain facilities that fail to provide a reasonable level of privacy, both visual and aural.
6. Fail to establish with consumers a clear understanding of what may be expected and what may not be expected from the service or program provided.
7. Fail to inform consumers of their responsibilities and CCA's expectations of their behaviour when participating in CCA programs or events, including the consequences of violating rules.
8. Fail to inform consumers of this policy or to provide an appeal process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.
9. Discriminate in any form against consumers or those applying to be consumers.

Communication and Support To The Board

The CEO shall not permit the board to be uninformed or unsupported in its work.

Accordingly, the CEO shall not fail to:

1. Make available to the Board adequate information to support informed Board choices, including relevant statistical, demographic and other environmental scanning data, a representative range of staff, Member Association and external points of view, alternative choices and their respective implications.

2. Submit the required monitoring data (see policy on Monitoring Executive Performance) in a timely, accurate and understandable fashion, directly addressing the provisions of Board policies being monitored
3. Inform the Board of anticipated adverse media coverage, changes in senior personnel, threatened or pending lawsuits, significant external or internal changes or events, major contracts or contracts with high public visibility and relevant trends, opinions or changes in the assumptions upon which Board policy has previously been established
4. Inform the Board prior to informing the general membership or the public.
5. Advise the board if, in the CEO's opinion, the Board is not in compliance with its own policies on Governance Process and Board-CEO Linkage, particularly in the case of Board behaviour which is detrimental to the work relationship between the board and the CEO.
6. Ensure that information presented to the Board is timely, accurate and complete and in a form that clearly differentiates between monitoring, decision-making and general background information.
7. Provide a timely, secure mechanism for official Board, officer or committee communications.
8. Provide information to the Board as a whole except when
 - a) Fulfilling individual requests for information; or
 - b) Responding to Officers or committees duly charged by the Board.
9. Supply for the Consent Agenda all items delegated to the CEO, yet required by law or contract to be Board-approved along with the monitoring assurance pertaining to the item
10. Report in a timely manner actual or anticipated non-compliance with any policy of the Board.
11. Provide reasonable administrative support for Board activities.

Emergency CEO Succession

The CEO must protect the Association and the Board from the unforeseeable or sudden loss of CEO services.

Accordingly, the CEO shall not:

1. Keep other senior staff members unfamiliar with the issues and processes of the operation of the Association and the Board.
2. Operate without a contingency for his or her absence or incapacity.

Public Image

The CEO shall not cause or allow conditions, procedures or decisions that jeopardize the public image of the Association.

Accordingly, the CEO shall not:

1. Fail to establish an effective communications and public relations strategy.
2. Permit presentations to be made to the members or media which portray as Board policy information that is contrary to Board policy.
3. Speak or permit staff or volunteers to speak on behalf of the Board other than when specifically authorized by the Board.
4. Change the organization's name or substantially alter its identity or brand image without Board approval.
5. Fail to ensure that standards for the use of the CCA logo and proprietary Marks are followed.
6. Fail to notify the Board in a timely manner of any circumstance that has the potential to damage the good name and public image of the Canadian Curling Association.
7. Give confidential information to the media or the public.
8. Utter derogatory remarks regarding the Association, its consumers, staff or programs.
9. Permit the use of Association resources to participate in or express an opinion about political, social or economical issues.

Partnerships/Alliances

The CEO shall not fail to develop appropriate partnerships to encourage corporate and public involvement in the Canadian Curling Association's initiatives, and to maximize efficiency and effectiveness in the use of resources to better achieve the Board's Ends.

Accordingly, the CEO shall not:

1. Fail to take the initiative to develop partnerships with other jurisdictions in seeking to achieve the Board's Ends.
2. Fail to obtain appropriate input from stakeholders when developing means for achieving the Board's Ends.
3. Enter into corporate sponsorship arrangements with any organization whose principles and products are inconsistent with the Ends of the Board.
4. Permit acceptance of financial or other assistance from any manufacturer or wholesale distributor of tobacco or any business that derives a substantial portion of its revenues from promotion, distribution or sale of tobacco.
5. Fail to ensure that a standardized review process is in place for proposed joint programs to assess risk, avoid conflict of interest and ensure appropriate use of the CCA logo.

Season of Champions

The CEO shall not cause or allow conditions, procedures or decisions that jeopardize the successful organization of the Season of Champions.

Accordingly, the CEO shall not:

(This section would need to be developed however; typically organizations develop limitations related to core business. Several other limitations such as those in business and financial planning would be equally applicable to the Season of Championships. However there may be specific limitations that might be developed, e.g.,

1. Authorize changes in championship regulations, etc. that materially change the way in which the championship will be played.
2. Authorize sponsorship, supplier, broadcasting agreements with implications to a Host Organizing Committee after a host contract has been signed without prior Board approval.)

POLICY TYPE: BOARD – CEO LINKAGE**Delegation to the CEO**

The Board has only one employee, the Chief Executive Officer. As far as the Board is concerned all responsibility and authority for the organization is delegated through the CEO.

1. The Board will direct the CEO to achieve defined results, for defined recipients, at a defined cost, through the establishment of Ends Policies.
2. The Board will limit the latitude the CEO may exercise in practices, methods, conduct and other “means” through the establishment of Executive Limitations Policies.
3. As long as the CEO uses any reasonable interpretation of the Board’s Ends and Executive Limitations Policies, s/he is authorized and required to establish all further policies, make all decisions, take all actions and develop all activities.
4. The Board may change its Ends and Executive Limitation policies, thereby shifting the boundary between board and CEO domains. By doing so, the board changes the latitude of choice given to the CEO, but so long as any particular policy is in place, the Board and its Members will respect and support the CEO’s choices. This does not prevent the Board from obtaining information from the CEO about delegated areas.
5. Only the Board acting as a body can employ, terminate, discipline, or change the conditions of employment of the CEO.

Accountability of the CEO

1. Only decisions of the Board acting as a body are binding on the CEO.
 - a. Decisions or instructions of individual Board Members, officers, or committees are not binding on the CEO except in rare instances when the Board has specifically authorized such exercise of authority.
 - b. In the case of Board Members or committees requesting information or assistance without Board authorization, the CEO in consultation with the Chair, can refuse such requests that require, in the CEO’s judgment, a material amount of staff time or funds, or are disruptive.
2. The CEO is the Board’s only link to operational achievement and conduct so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Director. Accordingly,
 - a. The Board will never give instructions to persons who report directly or indirectly to the CEO.
 - b. The Board will refrain from evaluating, either formally or informally, any staff other than the Director.

CEO Job Description

As the Board's single official link to the operating organization, the CEO's performance is considered synonymous with organizational performance as a whole.

Consequently, the CEO's job contribution can be stated as performance in only two areas:

1. Organizational accomplishment of the provisions of Board policies on Ends.
2. Organizational operations within the boundaries of prudence and ethics established in Board policies on Executive Limitations.

Monitoring of CEO Performance

The Board believes that monitoring CEO performance is synonymous with monitoring organizational performance against Board policies on Ends and Executive Limitations. Any evaluation of the CEO's performance, formal or informal, may be derived only from these monitoring data.

1. The purpose of monitoring is to determine the degree to which Board policies are being fulfilled. Information that does not do this will not be considered to be monitoring.
2. Regular monitoring will allow efficient use of Board time, so that meetings can be focused on creating the future rather than reviewing the past.
 - a) Board Members are expected to individually read and assess the CEO's monitoring reports (Executive Limitations and Ends) in advance of the Board meeting. Board Members are asked to identify:
 - o Any areas in which the Board Member is not satisfied that there is a reasonable interpretation;
 - o Any areas in which there is insufficient evidence of compliance.
 - b) At a meeting the Chair will ask if anyone has concerns about the reasonableness of the interpretation or adequacy of evidence. If anyone raises a concern, the Chair will ask if others share the concern. If a majority of the Board has a concern, then discuss briefly, and record in the Minutes, the Board's expectation for improved interpretation and/or evidence. If a majority does not share the concern, the Chair will ask for a motion to accept the monitoring report and move on.
3. A given policy may be monitored in one or more of three ways:
 - a) Internal Reports: Disclosure of compliance information to the Board from the CEO
 - b) External Reports: Discovery of compliance information by a disinterested third party who is selected by, and reports only to the Board. Such reports must assess executive performance only against policies of the Board, not those of the external party, unless the Board has previously indicated the party's opinion is to the best standard.
 - c) Direct Board Inspection: Discovery of compliance information by the Board or its designate. This can be a Board inspection of activities, documents, or circumstances

directed by the Board which allows a “prudent person” test of policy compliance. Directors involved have only the authority to state, whether in their opinion, the policy is being implemented, and not the authority to determine how it should be implemented, or to direct staff to do anything. Such an inspection is only undertaken at the instructions of the Board, with the CEO’S knowledge.

4. All policies that instruct the CEO (Ends and Executive Limitations) will monitored at a frequency and a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on the following routine schedule.

Policy	Method	Frequency
Financial Conditions and Activities	Direct Inspection	Quarterly
	External Report (Auditor)	Annual
Business and Financial Planning	Internal Report	Quarterly
Asset Protection	Direct Inspection (Auditor)	Annual
	Internal Report	Quarterly
Treatment of Staff and Volunteers	Internal Report	Quarterly
	External Report	Annual
Compensation and Benefits	Internal Report	Quarterly
Treatment of Consumers	Internal Report	Quarterly
	External Report	Annually
Communication and Support to the Board	Internal Report	Quarterly
Emergency CEO Succession	Internal Report	Quarterly
Public Image	Internal Report	Quarterly
	External Report	Annual
Partnerships and Alliances	Internal Report	Quarterly
	Direct Inspection	Annual
Season of Champions	Internal Report	Quarterly
	External Report	Annual
Ends Policies	Internal Report	TBD

EXAMPLE 1 OF ENDS POLICY - SUNRISE SCHOOL DIVISION

Policy Type: **ENDS**
 Policy Title: **MEGA END**
 Policy Number: **E-1**
 Policy Review: **April 2005; June 2005; July 2005; October 2005**
 Motion Number: **05/06-10/20-0104**
 Approved by: **Sunrise Board of Trustees**

Every student who experiences the joy of learning in the Sunrise School Division will be prepared for the future, with the knowledge, skills and values to achieve their personal life goals at a cost of not more than \$44,993,434.00 (operating) and not more than \$737,384.00 (transfers to capital) approved by the board for the 2005-2006 school year budget.

This is further interpreted to mean, in order of priority, the following second level Ends.

Policy Type: **ENDS**
 Policy Title: **MEGA END**
 Policy Number: **E-2**
 Policy Review: **April 2005; June 2005; July 2005**
 Motion Number: **05/06-07/21-0005**
 Approved by: **Sunrise Board of Trustees**

2.1 Every student will maximize their potential in all academics and the arts

2.1.1 Students will have the numeracy and literacy skills that reflect their utmost potential

2.1.2 Students will understand the arts, science and technology at a level that prepares them for a complex world

2.2 Every student will have an understanding of the world in which they live as well as experience in contributing to it.

2.2.1 Students will know and practice the values of democracy

2.2.2 Students will be caring, productive, responsible members of their community

2.2.3 Students will volunteer their time in the community

2.3 Every student will demonstrate the appropriate work and social skills to be successful

2.3.1 Students will practice positive personal values and attitudes

2.3.1.1 Will have respect for self and others

2.3.1.2 Will practice honesty and integrity

2.3.1.3 Will practice the code of conduct

2.3.1.4 Will respect authority

2.3.2 Students will make healthy lifestyle choices

2.3.3 Students will demonstrate a strong work ethic

2.3.4 Students will prepare themselves for meaningful future employment

EXAMPLE 2 OF ENDS POLICY: CANADIAN ASSOCIATION FOR ENVIRONMENTAL ANALYTICAL LABORATORIES

E-1 Global Ends Policy

CAEAL accredited laboratories are recognized as meeting world-class levels of scientific and management excellence.

E2A Laboratory benefits include

- E-2a-3a Laboratories demonstrate world-class excellence based on international standards
- E-2a-3b Laboratories demonstrate competence by achieving and maintaining accreditation
- E-2a-3c Laboratories demonstrate proficiency through successful participation in a proficiency testing program
- E-2a-3d Laboratories meet or exceed the requirements of national, provincial, territorial and local governments.
- E-2a-3e Laboratories produce reliable and accurate data; have credibility; have skills and abilities based on effective training; and have the required information with which to do their work.
- E-2a-3f Laboratories have access to a web-based searchable database of proficiency testing recognitions and laboratory accreditations granted by CAEAL
- E-2a-3g Fees charged for proficiency testing and accreditation will be competitive within the marketplace for similar services and will be borne by the user.
- E-2a-3h Users of laboratory data prefer data generated by CAEAL accredited laboratories.
- E-2a-3i CAEAL accredited laboratories may obtain a license to use the CAEAL mark at no fee

E-2b Users of Laboratory Data Benefit

- E-2b-3a Users of data have confidence in and trust CAEAL laboratory data, and are aware of competency and proficiency of CAEAL-accredited laboratories.
- E-2b-3b Users of data are aware of and recognized what CAEAL accreditation means.
- E-2b-3c Users of data are able to understand the results.

E-2c Legislation Favours Accredited Laboratories

- E-2c-3a Our members' views, needs and interests are known to decision-makers and reflected in Canadian policy, legislation and standards.
- E-2c-3b Our members' views, needs and interests are known to decision-makers and reflected in international standards and associated guides and policies

E-2d Resource Allocation

Emphasis on resource allocation will be on End 2a, "Benefits to Laboratories".

EXAMPLE 3 OF ENDS POLICY: CALGARY BOARD OF EDUCATION

Board of Trustees Policy - Ends

E-1: Mega End

Monitoring Method: Internal

Monitoring Frequency: Annually

Each student in keeping with his or her individual abilities and gifts will complete high school with a foundation of learning to function effectively in life, work and continued learning.

Board of Trustees Policy - Ends

E-2: Academic Success

Monitoring Method: Internal

Monitoring Frequency: Annually

Each student will possess the knowledge, skills and attitudes required for academic success and be effectively prepared for life, work and further learning.

Accordingly, each student will meet or exceed provincial grade-level standards of achievement in the following areas, with priority attention being focused on the attainment of literacy and numeracy skills.

1. Language Arts
 - a) Read for information, understanding and enjoyment
 - b) Write and speak clearly, accurately and appropriately for the context.
 - c) Understand and appreciate literature.
 - d) Have the opportunity to learn languages other than English, and to attain second language levels of proficiency and cultural awareness to prepare them for participation in the global environment.
2. Mathematics
 - a) Understand and use knowledge of mathematics to solve problems in business, science and daily life.
3. Science
 - a) Understand the physical world, ecology and the diversity of life.
 - b) Understand the scientific method, the nature of science and technology, and their application to daily life.
4. Social Studies
 - a) Know the history and geography of Alberta and Canada and have a general understanding of world history and geography.
 - b) Understand Canada's political, legal, economic and social systems within a global context.
5. Arts
 - a) Understand and appreciate arts and the creative process.
6. Information Technology
 - a) Understand and demonstrate competence in using information technologies

Board of Trustees Policy - Ends

E-3: Citizenship

Monitoring Method: Internal

Monitoring Frequency: Annually

Each student will be a responsible citizen by being an informed and involved member in his or her local, national and global communities.

Accordingly, each student will:

1. Participate in developing and maintaining our Canadian civil, democratic society;
2. Understand the responsibilities of citizenship in local, national and international contexts;
3. Respect and embrace cultural diversity;
4. Develop the skills necessary to work and communicate effectively with others;
5. Actively contribute to creating a better local and global community.

Board of Trustees Policy - Ends

E-4: Personal Development

Monitoring Method: Internal

Monitoring Frequency: Annually

Each student will acquire the skills, attitudes and knowledge to achieve personal highest potential.

Accordingly, each student will:

1. Identify and actively develop individual gifts, talents and interest;
2. Love learning;
3. Be a critical and creative thinker;
4. Be a confident and autonomous individual;
5. Demonstrate the ability to adapt to changing environments;
6. Develop the resiliency to overcome failure;
7. Self-evaluate, set goals and strive to continuously improve;
8. Demonstrate commitment to make a difference based on personal convictions;
9. Develop and maintain an active, healthy lifestyle.

Board of Trustees Policy - Ends

E-5: Character

Monitoring Method: Internal

Monitoring Frequency: Annually

Each student will possess the character to do what is right, act morally with wisdom, and balance individual concerns with the rights and needs of others.

Accordingly each student will demonstrate:

1. Integrity;
2. Compassion;
3. Decency;
4. Civility;
5. Fairness;

6. Courage;
7. Initiative;
8. Perseverance;
9. Respect;
10. Optimism;
11. Responsibility.

EXAMPLE 3 OF ENDS POLICY: HUNGER MOUNTAIN CO-OP**GLOBAL POLICY**

E- Global ENDS. The Cooperative will be guided by its mission statement and the Rochdale Cooperative Principals in endeavoring to achieve Ends. The Cooperative's mission statement states: Hunger Mountain Cooperative is a community-based, member-owned cooperative whose resources are dedicated to providing healthy food and ecologically sound goods and services at the lowest possible real cost, acknowledging that monetary cost does not include all of the costs of production, distribution and use. The Cooperative supports local enterprises and works to educate the community about good health and environmentally sound practices.

(01/02/06)

Ends Policy Title: E1 – Human and Environmental Health

The Cooperative will provide healthy food and ecologically sound goods and services. (4/3/00)

Accordingly:

- E1.1 Whenever feasible, the Cooperative will market goods that are organically produced. (4/3/00)
 - E.1.1.1 The Cooperative will provide information on nutrition, sustainable production and other practices and products that contribute to the health of people, society and ecosystems. (4/3/00)
- E1.2 The Cooperative's product selection and marketing will emphasize goods that have high nutritional value and a low level of credibly established deleterious health effects (8/1/05)
- E1.3 The Cooperative will seek to market the widest possible selection of bulk goods. (4/3/00)
- E1.4 The Cooperative will make best efforts not to market products which are known to contain genetically modified ingredients. (6/9/03)
- E1.5 The Cooperative shall provide a free source of purified water to the public. (6/9/03)
- E1.6 The Cooperative shall consider the ecological impacts attributed to the production, distribution and use of all products and services offered. (8/1/05)

Ends Policy Title: E2 – Cooperative Principles and Social Responsibility

The Cooperative will foster cooperative endeavors consistent with the Rochdale Cooperative Principles and will exercise social responsibility as a business. (4/3/00)

Accordingly:

- E2.1 The Cooperative will strive to be a resource and a model of cooperative principles and practices within the community. (4/3/00)
 - E.2.1.1 A growing, satisfied and participating membership is necessary to accomplish this end. (4/3/00)
 - E.2.1.2 The Cooperative will utilize member skills to the greatest extent feasible through a financially sound working member program. (4/3/00)

E.2.1.3 The Cooperative will provide its members with benefits which may include but are not limited to patronage refunds, member-only specials, and member appreciation days. (4/3/00)

E.1.2.4 The Cooperative will provide its members and the community with ongoing education and opportunities which support cooperative principles and social responsibility. (4/3/00).

E.2.2 The Cooperative will foster diversity among its members, shoppers and suppliers. (4/03/00)

E.2.2.1 The Cooperative will work to develop access to its goods and services fro those who may be challenged by traditional participation options. The may include but is not limited to; enhanced transportation options to and from the Cooperative, bulk buying alternatives; services for families with young children; and participation opportunities for young people and elders. (4/3/00)

E.2.2.2The Cooperative will strive to offer options appropriate for all persons regardless of economic means.

E.2.3 The Cooperative will leverage its resources for the good of its members, staff and the community. (4/3/00)

E.2.3.1 The Cooperative will develop and maintain a fair and competitive level of compensation and benefits for employees. (4/3/00)

E.2.3.1 The Cooperative will endeavor to pay its employees at least a living wage. (10/1/01)

E.2.3.2 The Cooperative will develop and maintain humane and enlightened personnel and operations policies. (4/3/00)

E.2.3.4 To ensure its sustained economic vitality, the Cooperative's decisions, actions and investments will favor long-term growth over short-term profits. (4/3/00)

E.2.3.5 Within the constraint of its own sustainability, the Cooperative will engage in business practices which are consistent with the sustainable economic vitality of its community. (4/3/00)

E.2.4 The Cooperative council and membership may express disapproval of a particular good or service if it or its mode of production violates the Cooperatives policies on ends. (4/3/00)

Ends Policy Title: E3 – Local Ownership and Production

HMC will support local and/or regional enterprises to the extent that is possible, consisten with Ends Policies E1 and E2, and the policies in Sections L, G, and M. (4/3/00)

Accordingly:

E.3.1 HMC will seek to give preference to locally and/or regionally produced goods and services. (4/3/00)

E.3.2 HMC will seek to support the development of locally and/or regionally owned and based agriculture and production. (4/3/00)

Ends Policy Title: E4 – Growth

The Council will ensure that the Co-op's ideals and community, as expressed in the Council's policies and mission statement, will remain robust by proactively guiding and accommodating HMC's growth through our shared cooperative vision. (5/05)

Accordingly:

E.4.1 The Cooperative will seek to maintain its individuality, voice and character within the regional and national markets while contributing to the growing Cooperative movement in the U.S. (12/3/01)

E.4.2 In plans for growth, the Cooperative must remain a centre for vital community shaped and guided by its members, staff and customers. (4/05)

E.4.3 Continued improvement in the efficiency of the HMC's operations is essential, and policies to accommodate growth will focus on improving the working conditions, efficiency and flow of the current facility. (4/05)

E.4.4 Any plans selected to accommodate growth will employ as environmentally sound a design as is possible. (4/05)