



## Common Types of Recommendations to Improve For-Profits and Order of Implementation

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### Board operations

Form a Board Governance Committee to oversee the following actions? (Coach the Board Chair to work with the entire Board to do the actions.)

- Conduct at least a one-hour Board training session each year about roles and responsibilities of a governing Board of Directors and Chief Executive Officer.
  - Conduct at least a one-hour Board orientation each year about the Board's unique practices.
  - Ensure annual strategic planning to identify the mission, goals, strategies, objectives, specific responsibilities to achieve each, timelines, etc.
  - Ensure Board staffing procedures are based on obtaining expertise needed to achieve the most up-to-date strategic goals.
  - Ensure each Board member has something specific to do, such as membership on a Board Committee.
  - Ensure each Committee has a work plan that specifies the objectives and timelines for the Committee to achieve during the year. Each Committee regularly reports the status of implementation of its work plan in each Board meeting.
  - Establish a Board Executive Committee to be comprised of Committee Chairs and to "police" that work plans are being implemented on a timely basis by each Committee.
  - Establish a Board Personnel Committee to supervise the Chief Executive Officer in effectively working with the revamped Board.
  - Ensure the Chief Executive Officer has annual performance goals and is evaluated against those goals.
  - Conduct a Board self-evaluation each year and ensure that results are addressed.
  - Enact a Board attendance policy to sustain strong attendance.
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### Strategic planning

Form a Planning Committee to oversee the following actions?

- Ensure involvement of, and/or input from, employees, customers and other stakeholders in the strategic planning process.
  - Ensure effective Board development, especially regarding their responsibility to ensure effective strategic planning and implementation. The Board Governance Committee should oversee the activities listed in the previous section of this table.
  - Develop a "plan for plan" that ensures that upcoming strategic planning is relevant, realistic and flexible to suit the needs and nature of the organization.
  - Conduct strategic planning to clarify the organization's mission, strategic goals, objectives and action plans (that specify who will do what and by when).
  - In the planning, consider learning and evaluation results from day-to-day operations.
  - Ensure that strategic priorities (goals, objectives, etc.) are associated with a relevant Board Committee that monitors achievement of those goals and objectives. For example, ensure the Board Finance Committee oversees achievement of all strategic goals in regard to finances.
  - Update each Committee's work plan and each employee's position's job description and performance goals to reflect the latest strategic goals.
  - Communicate the Strategic Plan to all key stakeholders.
  - Ensure the Strategic Plan is approved by the Board and its implementation is monitored by the Executive Committee.
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## **Common Types of Recommendations and Order of Implementation (Cont.)**

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### **Business planning for each product or service**

Form a Marketing Committee to oversee the following actions?

- Verify that the product or service indeed meets the needs of certain target markets.
  - Verify if the product or service is developed in the most cost-effective manner.
  - Verify if the product or service is delivered or sold in the most effective manner.
  - Verify if the pricing for the product or service is appropriate for the costs to develop and deliver the product or service.
  - Verify that the product or service has strong customer service and quality management.
  - In the research, consider learning and evaluation results from day-to-day operations.
  - Ensure employees are resourced (clear roles, time, energy and expertise) to carry out their roles in developing and selling the product or service.
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### **Management development**

Form a Personnel Committee to oversee the following actions?

- Train Board and executives in the standard roles of Board and Chief Executive Officer.
  - Establish up-to-date policies and procedures regarding creating staff positions, recruitment and selection of employees, how performance goals are established, how delegation is conducted, how performance issues are addressed, and a compensation system commensurate with performance. Incorporate policies and procedures into a Personnel Policies Manual reviewed by an expert on employment laws and approved by the Board.
  - Develop skills in leadership and management by providing training in at least the following core skills:
    - 1) Time and stress management.
    - 2) Planning process, including setting direction (vision and goals), methods (strategies) to achieve goals and resource planning to implement strategies.
    - 3) Communication, written and spoken, for example, presentations and meeting management.
    - 4) Basic skills in supervision, such as setting goals, delegating, giving feedback and evaluating performance.
    - 5) Conflict management.
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### **Employee development**

Form a Personnel Committee to oversee the following action plans?

- Conduct strategic and business planning for clear focus, roles and alignment of roles.
  - Ensure employees receive specific performance goals.
  - Assess employees' needs for training, resources and supervision to achieve goals.
  - Ensure effective supervision, including mutually established goals, delegation, feedback, performance reviews and rewards.
  - Obtain strong employee input about issues in the workplace and how they can be addressed – ensure a participatory approach to leadership and management, where appropriate.
  - Establish and train employees in up-to-date personnel policies that conform to recent employment laws and regulations.
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## **Common Types of Recommendations and Order of Implementation (Cont.)**

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### **Teamwork**

Form a Personnel Committee to oversee the following actions?

- Ensure up-to-date job descriptions and performance goals for each employee.
  - Develop charters and work plans for teams, including:
    - 1) Purpose of the team.
    - 2) Results to be achieved by the team and by when.
    - 3) Resources available to the team.
    - 4) How decisions will be made.
    - 5) Roles on the team.
    - 6) How the communications will occur inside and outside the team.
  - Develop the team members and management appropriately.
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### **Financial management**

Form a Finance Committee to oversee the following actions?

- Conduct strategic planning, identifying resources needed to achieve strategic goals and the financial resources required to obtain and support ongoing usage of those resources.
  - Conduct business planning, identifying costs to develop products and services, and the expected revenue and expenses for each.
  - Train Board members in how to review financial information.
  - Train employees about financial management, including how to document each financial transaction, generate financial statements, analyze those statements and report important information from the analysis.
  - Establish, revise and ensure ongoing implementation of fiscal policies and procedures to ensure effective and legal financial management and cash controls.
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### **Advertising and promotions for each product or service**

Form a Marketing Committee to oversee the following actions?

- Develop and implement an Advertising and Promotions Plan for each product or service and for the organization overall that clearly identifies:
    - 1) Specific groups of customers, or target markets, served by the product or service.
    - 2) Unique features and benefits of the product or service to each target market.
    - 3) What messages to convey to each target market.
    - 4) How each message will be conveyed.
    - 5) Who will convey the message.
    - 6) When the message will be conveyed.
  - Monitor status of implementation of the Advertising and Promotions Plan.
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