

## Tools to Clarify Blurry Lines of Board – Staff Functions

The following tools clarify roles, responsibilities and processes related to governance. The CEO and board need to be in agreement about these documents. Once in place, they serve as points for reference or for mediating misunderstandings or disagreements.

Yes

Characteristic

### Early Stage

Clear, up-to-date job descriptions for staff & board positions

By-laws

Clear and codified charters for all board committees (including: mandate/purpose, structure, composition, tasks)

Clear board - staff communication channels

### Later stages

Codified succession plan for emergency and scheduled CEO departures

Board governance training

Board resource manual for new and ongoing board members

Board attestations, including conflict of interest