

**LAKELAND HUMANE SOCIETY**  
6220-50 Ave, Box 202 Cold Lake AB T9M 1P1  
Tel: (780) 594-1896 Fax: (780) 594-1896

---

BOARD MANUAL

---



Approved on this \_\_\_\_\_ day of \_\_\_\_\_, 2006

On behalf of the Board,

\_\_\_\_\_  
President

\_\_\_\_\_  
Secretary

TABLE OF CONTENTS

Checklist	3
Mission Statement	4
About the shelter	4
Affiliations	5
Role of Board of Directors	5, 6, 7
Role of Committees	7,8
Responsibilities of individual Directors	8,9
Officers of the Board	9,10
Expectations to discharge individual Director’s responsibility	11
Liability of the Board	12,13
Difference between Directors and Executive Director (Shelter Manager)	14
Conflict of Interest	14,15
General code of conduct	15,16
Code of ethics	17
Guidance for recruiting new Board members	18
Board evaluation	18

**Checklist**

	Done	Date
	By	
	<hr/>	
Name, address, phone number, fax, etc...provided to Executive Director	<input type="checkbox"/>	
Board manual issued	<input type="checkbox"/>	
Code of Ethics form signed and returned to Executive Director	<input type="checkbox"/>	
Selection of committee participation	<input type="checkbox"/>	
Shelter orientation tour provided by Executive Director	<input type="checkbox"/>	

## Mission statement

The Society's mission statement is as follows:

“In cooperation with local communities, the Lakeland Humane Society provides a safe haven for animals, while promoting responsible pet ownership, a concern for animal welfare, and their environment, a compassion for all living things, and a commitment to make a difference.”

## About the shelter

The Lakeland Humane Society was incorporated on October 1999 under the Alberta Societies Act. The Society is a non-profit organization and is exempt from income taxes under section 149(1)(L) of the Income Tax Act. The current shelter building is owned by the City of Cold Lake, and leased to the Society.

The Society derives its revenues from the following sources:

- Pound Keeper contract with the City of Cold Lake
- Adoption Fees
- Surrender Fees
- Donations
- Fundraising

The Society administers the following special programs:

***Education Program*** – To educate the public on responsible pet ownership, including the importance of spaying and neutering, as well as animal welfare and environmental issues.

***Match-A-Pet Program*** – To be able to match a certain breed, age, temperament of an animal to a person.

***Foster Parent Program*** – To be able to provide an outside environment from the shelter for an animal not ready for adoption to be able to thrive to become adoptable.

## **Affiliations**

The Lakeland Humane Society operates independently of all other animal organizations and humane societies. We are members of the Alberta SPCA and the Canadian Federation of Humane Societies. Please be aware that the Lakeland Humane Society does not receive any part of donations or funding sent to these organizations.

## **Alberta SPCA Affiliation**

The Society is an associate member of the Alberta S.P.C.A and pays an annual membership fee for this affiliation. The Alberta SPCA does not operate an animal shelter but does enforce the animal protection laws in the areas of Alberta other than Edmonton and Calgary. The Lakeland Humane Society does not have the right to enforce laws so all complaints are forwarded to the Alberta SPCA or the RCMP.

## **Canadian Federation of Humane Societies Affiliation**

The Society is an associate member of the Canadian Federation of Humane Societies and pays an annual membership for this affiliation. The Canadian Federation of Humane Societies acts as an information source to many of the humane societies across Canada.

## **Role of Board of Directors**

Legally, the Board of Directors is the non-profit corporation. No matter how many employees or committees it has, the Board has final responsibility for the Society's well-being. The Board gives the Society its legal status and sets its direction. The Board makes the final decision. If the Society does not live up to its vision, breaks its agreements, or breaks the law, the Board will be held responsible.

In general, the role of the Board is as follows:

### **Plan**

- Sets goals in keeping with Society's founding vision
- Check whether Board is meeting its goals at least once a year
- Use the annual budget to implement goals and to plan both for the coming year and the longer term

### **Set Policy**

- Policies reflect the Board's goals, so that the Board is not merely responding to crisis each time a major decision has to be made

### **Organize**

- Appoint officers and give them, as well as other Directors, specific tasks and roles

### **Make Decisions**

- Many issues are not covered by policy – Boards have to make decisions on these issues

### **Record Decisions**

- The Board must keep minutes that record all decisions made

- Hear appeals on decisions made, on the need to change policy or on the need to waive policy in certain circumstances

**Enter into contracts**

- In dealings with government, contractors, trades people, consultants and others, the Board is legally accountable for all contracts entered into by the Society unless specifically delegated to employees

**Act as an employer**

- The Board is the employee of record – the Board must comply with all federal and provincial laws governing employment
- The Executive Director (Shelter Manager) is responsible for all staff management – the Board hires and fires as well as evaluates the Executive Director (Shelter Manager)

**Advise staff**

- The Board must act as a resource or reference group for the Executive Director (Shelter Manager) on a daily basis (without interfering in decisions that have already be delegated to staff)

**Receive information and monitor operations**

- Since it is accountable for the Society’s ability to meet its goals, the Board must request and receive information that will enable it to monitor the operations of the Society;
  - Regular financial statements
  - Spending authorizations based on policy set by the Board
  - Staff reports on shelter operations, municipal contracts, animal welfare issues of concern in the local community, reports on issues affecting the Society
  - Confirmation of insurance coverage
  - Confirmation of Board decisions and policies carried out
  - Reports from committees or consultants on a variety of issues

**Represent the Society to the community**

- The Board is representative of the community within which it functions. Its vision, mandate, and goals should reflect the concerns of the community, as should its members. The Board is also responsible for representing the Society’s vision, goals and achievements back to the community. Effective communication reinforces the presence of the Society and educates the community about the Society.

**Direct and manage Board operations**

- Recruit and train new Board members
- Appoint officers
- Select members to committees
- Run effective meetings
- Decide which functions the Board will retain, and which will be delegated to paid or volunteer staff
- Maintain internal Board discipline (including recommending termination of Board members for cause)

**Acquire resources**

- In order to achieve its visions and goals, the Board needs to acquire resources such as sale of products or services, donations, fundraising, and volunteers

**Role of Committees**

Along with the committees listed below, the Board of Directors may from time to time constitute such other committees as it deems necessary and shall prescribe their duties at that time.

**Executive Committee**

Consists of the President, Past President, Vice-President, Secretary and Treasurer

***The role of the committee shall be:***

- To carry out emergency and unusual business between Board meetings
- To report to the Board on actions taken between Board meetings

**Personnel Committee**

Shall be chaired by the Vice-President and shall consist of two (2) Members appointed by the Board.

***The role of the committee shall be:***

- To recommend a job description, qualifications, and performance
- To set-up appraisal system for the Executive Director (Shelter Manager)
- To interview applicants for the position of Executive Director (Shelter Manager of the Society and recommending an appointment to the Board
- To recommend policies on personnel to the Board, including recruiting, hiring, evaluation and dismissal, contracts of employment, salary and employee benefits
- To act as a mediator for personnel problems
- To recommend personnel policies for volunteers
- To report on the year's activities at the Annual General Meeting

**Finance Committee**

Shall be chaired by the Treasurer and shall consist of two (2) Members appointed by the Board

***The role of the committee shall be:***

- To recommend budget policies to the Board
- To investigate and make recommendations to the Board for acquiring funds and property
- To recommend policies on disbursing and investing funds to the Board
- To establish policies for Board and committee expenditures
- To arrange the annual audit of the books
- To report on the year's activities at the Annual General Meeting

### **Nominating Committee**

Shall be chaired by the Past President, and shall consist of two (2) members appointed by the Board.

#### ***The role of the committee shall be:***

- To prepare a slate of nominees for the President's position
- To prepare a slate of nominees for each vacant Director position
- To present its recommendations to the Annual General Meeting
- To orientate new Board members

### **Responsibilities of Individual Directors**

In order to ensure the Directors are effective members of the Board, each Director should:

#### **Attend meetings**

- Attend monthly board meetings
- Arrive on time, read any material distributed before the meeting, and be prepared with comments, ideas and opinions

#### **Participate in the meetings**

- Don't be afraid to ask questions. If you don't understand the issues, you can't make a wise decision. Don't be afraid to disagree with other Board members.

#### **Keep past commitments**

- Although you may be a new Board member, the Society already has a long history. The most important commitment the Board will make – its commitment to a vision and purpose, its legal structure, and its agreements with other parties – are already in place. Many of the founders' decision have legal force. Ongoing Boards must either honour these commitments, or try to change them using the proper process.

#### **Perform assigned tasks between meetings**

- If you have been delegated specific responsibilities at a Board meeting, make all attempts to complete those duties prior to the next Board meeting or report your progress and expected timing for completion.

#### **Maintain absolute confidentiality**

- On animal welfare issues, shelter matters, personnel issues, and financial transactions. Respect the Board's agreement to keep Board business confidential

#### **Maintain Board solidarity**

- Once a Board decision has been made, individual Directors cannot try to undermine that decision.

**Leave your “hats” at the door**

- Board members may perform different functions. No matter how or why you are appointed, each Director must act in the best interests of the Society. This means separating volunteer, fundraiser, or other roles and interests from your role as Board member. If you cannot do so, either because the non-Board interests are always at odds with the Society, or because you personally cannot share the Board’s vision the:
  - The President should try to resolve the conflict without bogging down the Board business
  - The Society should decide if the Board’s structure is workable and if it is not, change it
  - The Director who cannot share the Board’s vision should resign

*Board members individually and collectively must impose discipline upon each other. The governance responsibility is a collective responsibility that cannot be fulfilled if there is ongoing conflict among Board members.*

**Officers of the Board**

As prescribed in the Society’s by-laws, the officers of the Society shall be the President, Vice-President, Treasurer and Secretary. These four officers comprise the Executive Committee of the Board.

**President**

The duties of the President of the Board include, but are not limited to:

- Attends all the Board and the Executive Committee meetings, as well as special events
- Supervises the affairs of the Board
- Chairs all meetings of the Society, The Board and the Executive Committee
- Ex-Officio member of all committees, except the Nominating Committee
- Acts as the spokesperson for the Society
- Appoints Chairpersons of committees
- Check progress and functioning of committee with each Chairperson
- Monitor compliance with governing legislation and internal policies
- Delegate authority wherever possible
- Provide leadership and encouragement to all Board members

**Vice-President**

The duties of the Vice-President of the Board include, but are not limited to:

- Attends all the Board and the Executive Committee meetings, as well as special events
- Chairs meetings in the President’s absence
- Replaces the President at various functions when asked to so by the President or the Board
- Chairs Personnel committee

- Provide leadership
- Ensure new business, if necessary is referred to committees
- Maintain a good working relationship with both the Treasurer and Secretary
- Verify that the Treasurer and Secretary have implemented Board decisions

### **Secretary**

The duties of the Secretary of the Board include, but are not limited to:

- Attends all the Board and the Executive Committee meetings, as well as special events
- Prepare and maintain a permanent record (minutes) of all executive meetings.
- Makes sure a reviewed statement of the financial position of the Society is prepared and presented to the Annual General Meeting
- Keeps the Seal of the Society
- Files the Annual Return, Changes in the Directors or the Organization, Amendments in the by-laws and other incorporating documents with the Corporate Registry
- Assist the President and Executive Director (Shelter Manager) with preparation for meetings
- Act as a signatory to bind the Board in contract
- Assist in necessary preparation for election of Officers

### **Treasurer**

The duties of the Treasurer of the Board include, but are not limited to:

- Attends all the Board and the Executive Committee meetings, as well as special events
- Chairs the Finance committee and is a member of the Executive committee
- Ensure that all funds are deposited in appropriate bank or trust accounts
- Ensure that cheques for payments are signed by officers as authorized by the Board
- Ensure compliance with Board spending limits and other fiscal policies
- Ensure adherence to approved budget
- Ensure that petty cash provisions are adhered to as authorized by the Board
- Ensure proper financial records are kept
- Ensure a year-end balance sheet and income and expenditures statement is prepared
- Ensure the statements are audited and brought forward to the Annual General Meeting for approval
- Report regularly to the Board with regard to the financial state of the organization
- Ensure surplus funds are invested in compliance with the Society's governing legislation and by-laws

### **Past-President**

The duties of the Past President include:

- Chairs the Nominating committee

**Expectations to discharge individual Director's responsibility**

In discharging your individual responsibility as a Director, you can minimize the risk of personal liability by practicing the following defensive actions:

**When asked to become a Director:**

- Become familiar with the Society's goals, objectives and programs
- Inquire about the community and professional image of the organization
- Gather as much information as possible about the Society- Board of Directors, Financial conditions, and staff

**After becoming a Director:**

- Ask for copies of the Society's corporate by-laws. Read them and know them. By-laws should outline the procedure for meetings, as well as the powers and responsibilities of Board members and officers.
- Know the budget, budget process and financial situation of the Society
- Investigate anything that looks suspicious by asking questions and going over the accounts
- Know who is authorized to sign cheques
- Be sure that the Society is fulfilling all aspects of its non-profit and tax exempt status (re: registered charity)
- Make sure that proper deductions are being made for Federal and Provincial Income Taxes, Employment Insurance, and CPP premiums, and that these are being forwarded to Canada Customs and Revenue Agency. Failure to do so may result in the Directors being personally liable for those amounts
- Make sure that a reputable firm of accountants audits the records
- Treat the affairs of the Society as you would your own
- Where applicable, insist that there is a well established personnel program with a competent staff executive
- Insist on Nominating Committee and Board membership procedures that are written and followed as provided for in the by-laws
- Attend all Board meetings
- Immediately disclose any conflict of interest, no matter how small or indirect, and then abstain from voting on the issue. Make sure that your disclosure and the fact that you abstained from voting are recorded in the minutes
- Review the minutes from every Board meeting, particularly for Board meetings where you were absent. If they should be corrected, make certain that this is done
- If there is a motion that you do not agree with in the minutes, make sure that your dissent is recorded when the minutes from the previous meeting are being adopted.
- Insist that you have copies of all documents and reports prior to Board meetings and then read them
- Insist that all committee meetings are reported at Board meetings in written form
- Be certain that "policies" are clearly identified and the Board acts on them as a whole rather than acting on them by a small group of individuals
- Monitor the activities of the Executive Committee to ensure that it does not overstep its authority

- Always make sure you fully understand an issue and its consequences before voting on it
- Vote against any expenditure for which the Society does not have the funds to cover
- When you dissent to a motion, make sure it is recorded in the minutes
- Insist that the Society has proper legal counsel
- Insist that the Board obtain written professional opinions from specialists on whose advice you are acting – for example, lawyers, engineers and accountants
- Provide adequate supervision of the Society’s officers and evaluate their performance regularly.

Remember that if you neglect your duties, you may be liable for the wrongful acts of the Officers.

### **Liability of the Board**

As a Director of a non-profit organization, you may be held legally liable for the actions of the Society. Directors can be jointly and severally liable for normal wages and vacation pay (excluding termination and severance pay) relating to an unpaid wages for employees who performed services for the Society. Directors are also jointly and severally liable to the Receiver General for Canada for enumerated amounts that should have been deducted or withheld and remitted to the Receiver General for Canada by the Society (e.g. CPP and EI)

The Board of Directors is the legal authority for Lakeland Humane Society. As a member of the Board, a Board Member acts in a position of trust for the community, and is responsible for the effective governance of the organization.

Each and every member of the Board has a responsibility to:

- Uphold the constitution, by-laws, goals and objectives of the Society
- Have a full knowledge and clear understanding of the Board and operational policies, procedures and standards
- Act honestly, in good faith and in the best interest of the Society
- Utilize personal skills and experience for the benefit of the Society
- Avoid taking financial risks for the Society
- Avoid making profit at the Society’s expense
- Disclose to all members of the Board any conflict of interest
- Use care, diligence and skill in performing the task of Director
- Foresee the consequences of any course of action before taking that action
- Manage the Society’s finances properly and be accountable for all income and expenditures
- Be loyal to the Society
- Adhere to the oath of confidentiality
- Act within the purpose of the organization
- Do not act outside the Board’s area of authority
- Ensure all employee deductions and income remittances have been paid to Canada Customs and Revenue Agency
- Do not employ the services of an illegal immigrant

- Comply with all requirements as set out in the by-laws
- Ensure full and proper insurance coverage is available for all aspects of administration and operations

Failure to perform, comply or adhere to these responsibilities may result in legal action against the individual Director and/or the Society.

**Potential claim areas include:**

- Discrimination
- Wrongful dismissal of employees
- Acts beyond authority
- Financial decline
- Insufficient administrative or supervision resulting in losses
- Waste of organization's assets
- False or misleading reports
- Failure to verify facts and official documents
- Causing the organization to incur unnecessary tax liabilities

**Protection is Prevention**

Board members are required to fulfill their roles, responsibilities, and functions with a full understanding and appreciation of the considerable legal responsibilities with the positions they hold.

If a board member does not fulfill individual and/or board responsibilities, he or she is guilty of **non-management**. IE: Failure to attend board meetings on a regular basis

If a board member conducts board duties poorly, improperly, or dishonestly, he or she is guilty of **negligence or wilful mismanagement**. IE: Misuse of society funds

If a board stands to gain personally from a transaction made by the society, he or she is guilty of **conflict of interest or self-dealing**.

As a board member, be aware of your legal responsibilities, know that policies are in place to guide actions and behaviours of both board members, manage the society's affairs in a professional and ethical manner.

### **Difference between Directors and Executive Director (Shelter Manager)**

The Directors and the Executive Director (Shelter Manager) do share a common interest in the Society's well-being; however, each has a different role. The Board is the employer and has ultimate responsibility for the organization. The Board creates the corporate vision and the framework or policy guidelines within which the Executive Director (Shelter Manager) works.

As an employee, the Executive Director (Shelter Manager) has delegated responsibility for making the corporate vision a reality within the policy guidelines set by the Board. The Executive Director (Shelter Manager) does the "hands on" work of implementing policies, and gives the Board feedback and suggestions.

The Board acts as a group while the Executive Director (Shelter Manager) acts as an individual. Provided the Executive Director (Shelter Manager) is acting within his/her delegated authority and within the Society's policies, the Executive Director (Shelter Manager) can act on his/her own. Where the Board's direction is not clear, the Executive Director (Shelter Manager) must make a decision that is in the best interest of the Society. The Executive Director (Shelter Manager) must then inform the Board of all important decisions made as well as identifying policy gaps which need to be addressed.

The Directors, on the other hand, can make decisions only at properly called Board meetings. Between meetings, a Director has no more power than any other citizen does, unless the Board gives him/her specific powers to act. If individual Board members want to influence the Society's daily management, they should bring their suggestions to the Board meeting.

Members of the Board of Directors should not try to carry out their ideas, or get staff to carry them out, on their own. As individuals, Directors do not have authority to give direction to staff. The Board can only give direction as a collective body, based on discussions at formal Board meetings and decisions reached through its formal decision-making process.

### **Conflict of Interest**

All Directors of the Board are prohibited from creating or becoming involved in a situation that gives rise, or may reasonably be perceived as giving rise to, a conflict of interest.

A conflict of interest occurs where a Director has a personal interest, whether of a financial or any other nature, which influences or may influence the exercise of his or her duties or responsibilities related to the Society. A personal interest can include the interest of a family member or another person in whom the Director has an interest or holds a position.

A conflict of interest can also arise where a Director, because of knowledge, responsibilities, or authority associated with his or her position with the Society, gains a benefit or is perceived as gaining a benefit (directly or indirectly) to himself or herself personally or for a family member or other person in which the individual has an interest.

When a Director finds himself or herself in a situation where an actual, or perceived or potential conflict of interest exists, the Director should advise the Board through declaration

at the commencing of any Board meeting. This declaration of a conflict of interest shall be documented in the Board minutes. Where a conflict of interest is declared by a Director, the Director shall refrain from exercising a vote in connection with any decision relating to that conflict.

Guidelines to avoid an actual or perceived conflict of interest:

- Do not solicit or accept any gift which may reasonably be perceived as an attempt to influence or replace the normal decision-making process and ethic
- Do not give any gift or favour of more than nominal value while representing the Society
- Do not accept or bestow lavish or frequent meals and/or entertainment while representing the Society
- Do not use the Society time, materials and facilities or information for personal gain or benefits of family members or other persons in which the Director has an interest
- Do not acquire ownership or any significant financial interest in a person or organization with whom the Society conducts or may plan to conduct business

## General Code of Conduct

Board Members need to demonstrate ethical and professional conduct to maintain the confidence of the membership and the public. This commitment includes proper use of authority and appropriate actions in groups and individual behaviour.

### *Membership*

All Directors must hold a valid membership with the Society for the current calendar year. New Directors must remit their current membership fees in full prior to the commencement of their participation on the Board.

Membership costs:

Individual	\$20.00/year
Family	\$25.00/year
Associate	\$50.00/year

### *Attendance*

Each Director shall attend regular monthly Board meetings and any other special meetings with no more than four (4) absences within the year (from the date of Annual General Meeting until the next Annual General Meeting). If a Director is unable to attend a regularly scheduled Board meeting, he/she is required to contact the President, Secretary, or Executive Director before the meeting or he/she will be considered a “no-show”. If someone knows ahead of time that they will be missing multiple meetings they must file a leave of absence or resign from the Board prior to the meetings.

Each Board member shall:

- Make all efforts to participate in fundraising events sponsored by the Society. At a minimum, each Board member must participate in **at least one** major fundraising event each year
- Be active on **at least two** committees during the year

***Communication***

Electronic mail (e-mail) is about communication with other people, which is quick and convenient and can be simpler in advising all board members of events.

1. Avoid public “flame” messages sent in anger or frustration. Just remember that everyone views the world differently.
2. If you are asking for something, be courteous. Do not forget to say “please & thank-you”.
3. There is no secure or private email system. Please make sure you have the correct e-mail address.
4. All email is to be kept confidential between current board members. If somebody sends you information or ideas via e-mail, you will not post that information in a public forum.

E-mail is an easy way to communicate with other board members. When you compose an e-mail message, read it over before sending it. What would your reaction be if you received it?

E-mail will not be used to discuss important matters and decision-making by the board. All matters will be brought forth to the board for consideration, motioned, either passed or defeated.

Board policies and decisions can only be changed through motions and a board vote at executive meetings.

***Shelter Operations***

Communication with staff should be through the Executive Director (Shelter Manager). In circumstances where the Board must communicate with staff, this communication should only be through the President or other appointed individual under the direction of the Board.

Individual board members should refrain from becoming involved in daily shelter operations, unless the Board has specifically provided a clear direction to do so and this mandate has been recorded in the minutes.

***Term***

Directors are elected by the membership at the Annual General Meeting. Executive Directors serve for a two-year term. Directors serve for a one-year term.

***Resignation***

Where a Director resigns prior to the end of his/her term, the Director’s resignation shall be submitted in writing to the President. Where possible, a minimum of one month’s notice period should be given to the Society prior to the actual resignation date. Any resignation received from a Director is to be formally accepted by the Board at the first scheduled meeting after the resignation is received.

***Removal of a Director from Office***

Where a Director has breached the code of ethics (as described below), has breached the general code of conduct (as described above), or has acted in such a manner as to bring the Society into disrepute, the following remedies may be utilized:

1. The Director in question voluntarily resigns
2. The Board, by a two thirds majority vote, requests that the Director in question resign
3. Should the Director in question not resign after the Board's request, the Board may recommend to the general membership that the Director be removed from office.  
This recommendation must be accepted by a two thirds majority vote by the general membership, as per the Society's by-laws.

### **Code of Ethics**

As a member of the Board of Directors of the Lakeland Humane Society, I will endeavour to:

- Represent the interest of all animals and people served by the Society and not favour any special interests inside or outside the Society
- Not use my service on the Society's Board for my own personal advantage or for the advantage of my family or associates
- Undertake my duties as Director honestly, in good faith and with due care
- Focus my work on the mission of the Society and not on my personal goals
- Declare any conflict of interest that I might have in matters brought before the Board and remove myself from any decision-making process involving those matters
- Keep all Society information confidential unless otherwise directed by the Board
- Respect and support the decisions made by the Board
- Respect other Board members and maintain the propriety of the meeting of the Board
- Not exercise authority as a Board member except when acting in a meeting with the full Board or as I am delegated to do so by the Board
- Act as a trustee for the Society and work due care due care due care due care

## **Guidance for Recruiting new Board members**

It is often difficult to bring together volunteer Board members from diverse backgrounds who may only meet once a month and forge them into a cohesive Board with a shared vision. Candidates interested in joining the Board should submit a letter of intent (Board member application form) addressed to the President.

In order to assist in the recruitment process for new Board members, the following items provide general guidance with this process:

- Look for someone who possesses skills which the current Board members may not possess or skills which complement those currently on the Board
- Look for someone who represents certain interests which may not currently be represented on the Board
- Ensure the Nominating Committee is active in its search for new Directors
- Visit potential Board members, explain the expectations of Directors, the amount of time involved, and the nature of the work involved so that prospective Directors can make an informed decision
- Don't lose important contacts – if a prospective Director has expressed interest in joining the Board but there are no current vacancies on the Board, encourage that person to volunteer with the Society in other ways until such a time as there is a vacancy (e.g. join a committee)

## **Board Evaluation**

In order to ensure effective and efficient Board operations, it is important to evaluate the Board's performance. Although evaluations should be on-going, a formal evaluation should be held at least once per year. Board members should be asked to complete a formal evaluation form to obtain feedback on the efficiency and effectiveness of Board meetings.

**LAKELAND HUMANE SOCIETY****BOARD EVALUATION FORM**

NAME: \_\_\_\_\_ DATE OF COMPLETION: \_\_\_\_\_

<b>CATERGORY</b>	<b>SPECIFIC EVALUATION</b>	<b>YES/NO</b>	<b>COMMENTS</b>
Board Operations	Did the Board meet its main goals during this year?		
	Was the Board successful at implementing policies that assist in achieving its goals?		
	Is the Board using effective delegation to committees or staff where deemed appropriate?		
	Did the Board maintain good community relations to maintain a positive presence within the community during the year?		
Committee Operations	Are committees operating as desired?		
	Is the number and nature of committees appropriate?		
	Are you comfortable with the mix of committee recommendations and Board discussions?		
Meetings	Is the number of regular meetings satisfactory?		
	Is the location of regular meetings satisfactory?		
	Is the length of regular meetings satisfactory?		
	Are agenda for meetings set out in advance and adhered to during meetings?		
Administrative	Is the content and format of minutes adequate?		
	Is the written material sent out prior to meetings sufficient to enable you to properly prepare for each regularly scheduled meeting?		
Other	Do you have any other further comments?		