

Policy Governance Implementation Plan and Timeline

The below timeline should be used as a general guideline in completing foundational and planning components necessary toward the full implementation of the Carver Policy Governance Model (PG), a service mark or brand name developed by John and Miriam Carver. Partial or phased in implementation is not advised (Carver & Carver, 2006). The goal of the PG Ad Hoc, in conjunction with the Board and GVR CEO/administrative staff is to full implement PG.

The PG Ad Hoc Committee recommends setting a date of 9/1/2020 for moving to full PG compliance and discontinuing any previous traditional or generic governing practices.

EXECUTIVE SUMMARY

Tasks to be completed prior to 9/1/2020, include:

1. Review completed PG documents (with consultation) with new board
2. Ongoing PG education:
 - a. Board – implementation/consultation
 - b. Board Affairs/Bylaws – PG 101 and implementation strategies
3. Divide and delegate current Corporate Policy Manual (CPM) to board and CEO/staff
4. Develop/implement annual meeting agenda
5. Ends reporting/Strategic Planning
6. Develop/implement Owner Linkages Plan
7. Develop/implement plan for keeping board on track (decrease slippage)
8. Develop/implement plan for preparing future board candidates/board members

In progress:

1. PG Ad Hoc: implementation planning, reviewing and dividing CPM for board approval
2. Board Affairs: updating/strengthening director code of conduct
3. Bylaws: updating Bylaws to be consistent with AZ statutes

IMPLEMENTATION PLAN AND TIMELINE

POLICY GOVERNANCE EDUCATION

Board: PG is a sophisticated and complex model for board governance, which differs in the way traditional boards govern/manage. As a service mark or brand named model, it must be implemented in full as a whole model. As such, ongoing training and consultation may be necessary for the board to make and keep these important components intact.

All board members have completed the Brown Dog online course, which fully describes the components needed to implement policy Governance. However, this course does not address how to implement each step. Implementation is better described in Carver & Carver (2006) and Oliver (2009).

Implementation education may be more effectively provided with professional consultation services provided by Brown Dog, or a like PG consulting agency and/or additional reading assignments.

1-2 months: PG Implementation education and outside reading assignments

2-3 months: PG implementation education as needed

3-4 months: PG education for trouble shooting

Board Affairs/Bylaws committees: Basic education on PG and PG implementation may be necessary. This may include short primers on PG theory, PG practices, and PG documentation.

1-3 months: primers on PG theory, PG practices, and recommended PG documentation

POLICY GOVERNANCE CONSULTATION

Board: Professional consultation will be important for the Board while preparing for a change of governing models (from traditional/generic governing to the Policy Governance model). Because GVR has had several false starts or partial implementation and phasing in attempts, it will be important for the consulting agency to help hold the GVR Board to the integrity of the model and process.

1-3 months: The 2020 Board has 5 new members on a 12 person board. With implementation education, review existing PG manual with current Board for updating, congruence or with Board values, and reviewing for potential over-emphasis areas (e.g., CEO monitoring) and under-emphasis areas (e.g., Board monitoring) and agreement with Board delegation and means.

2-3 months: consultation on guiding document consistency

3-4 months: implementation consultation

4-5 months: trouble shooting consultation

GUIDING DOCUMENTS

BYLAWS

Bylaws are much more difficult to change due to needing a membership vote in order to do so. GVR Bylaws have not been updated in several years and are due for some changes. Recommendations for review of Bylaw changes based on Carver, Carver, and Oliver include:

- a. Updating to be congruent/consistent with Arizona statutes (in progress)
- b. Keeping Bylaws simple – only include what is necessary. Keeping Bylaws lean allows the board’s flexibility in developing PG policies as they are deemed necessary

Membership/Owners: Educating members on PG will be important and will be developed as part of the membership linkages sub-committee work (described below). The Board works for members and members deserve the best of governing models in order to best represent their voice in determining the future of GVR.

COPORATE POLICY MANUEL (CPM)

The CPM consists of multiple years of changes in details as recommended by previous boards. Currently, the CPM contains direction both via policy and procedures for the board, CEO/administrative staff, and membership. In 2019 consistent with PG, the separation of the CPM had been started, but needs to be finalized based on PG Ad Hoc and approved by the board

Plan:

- a. PG Ad Hoc to separate CPM based on PG recommendations (in progress)
- b. Each segment of the CPM will go to those for future guidance to (e.g., staff will receive CPM segments pertaining to staff procedures, board will receive CPM segments pertaining to board policies and board means)
- c. Board to review and approve the separation of CPM
- d. Separate the CPM and initiate PG

1-3 months: document review and division

3-4 months: board approval and division

POLICY GOVERNANACE MANUEL

While the PG Manuel was drafted in 2019, it has remained an un/under-utilized document by the Board.

- a. Review with current board for consistency with board values and agreement
- b. Review for over-emphasis on CEO accountability
- c. Review for under-emphasis on Board accountability
- d. Review Ends/Strategic Planning

1-2 months: review existing PG manual with current Board

2-3 months: develop missing foundational documentation

3-4 months: troubleshooting

FOUNDATIONS FOR POLICY GOVERNANCE IMPLEMENTAITON – ADDITIONAL DOCUMENTS

ANNUAL BOARD MEETING AGENDA DEVELOPMENT

PG recommends developing as annual board agenda for purposes of staying on track in the governing processes and WITH CEO and self-monitoring practices

1-2 months: draft agenda

2-4 months: Implement agenda (9/1/2020)

OWNER LINKAGES

The Board represents the voice of all membership, rather than those who are most vocal, individual clubs, special interest, and/or other sub-sections of our membership. In order to best serve the best interests of our members, we must establish two-way communication

- a. Review 2018 member survey
- b. Determine when the 2018 survey becomes obsolete/need to re-do
- c. Develop mini member surveys (focus on future-oriented opinions) bi-annually
- d. Schedule board listening sessions (focus on future-oriented opinions) bi-annually
- e. Develop member messaging (brief descriptions of PG for GVR website)
- f. Other?

POLICY GOVERNANCE CONTINUITY

In order for PG to be successful as an ongoing manner of governing, the foundations, documents, and practices must be embedded in the GVR Board culture a thoughtful plan(s) should be developed. A minimum of four new Board members join the Board each year adding to the importance of minimizing slippage and preparing future board candidates/board members in the governing style of PG.

Plan for decreasing “slippage” in current Board members:

- a. Agenda and schedule adherence
- b. Address issues of slippage at each board meeting
- c. Other?

Plan for preparation of future Board candidates:

- a. PG Job Description for candidates (Oliver, 2009, pg. 190)
- b. PG attributes for candidates (Oliver, 2009, pgs. 191-192)
- c. Once elected, PG training, observations of PG governance, coaching on PG governance, expectations of PG governing practices
- d. Other?

1-3 months: develop plan(s)

3-4 months: implement plan(s)

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Resources:

Carver, J. & Carver, M. (2009A) Implementing Policy Governance and staying on track

Carver, J. & Carver, M. (2009B) The Policy Governance model and the role of the board member

Carver, J. & Carver, M. (2006) Reinventing your board: A step by step guide to implementing Policy Governance

Carver, J. & Carver, M. (2005-2007) Policy Governance Source Document

Oliver, C. (2009) Getting started with Policy Governance: Bringing purpose, integrity, and efficiency to you board

(6/11/2020)