

Leadership “Rules of Engagement”

The responsibilities of volunteer leaders are generally stated in the governing documents: bylaws, articles of incorporation and policies. The rules of engagement have been developed to communicate **cultural expectations and preferred behavior** for governance. *(Every organization has its own leadership expectations developed over time; this is a sample.)*

Timeliness and Courtesies

- Meetings start and end on time; arriving on time and staying until business is completed.
- Cell phones and digital distractions are off or on silent during meetings.
- Communications are acknowledged within 48 hrs of receipt; if a reply is pending, do so within 3 days and more immediately for urgent issues.
- Written reports and requested documents must be submitted in a timely manner.

Knowledge and Information

- Conduct business and make decision based upon *knowledge* --- not assumptions.
- Information, reports and financials will be read for understanding. If information is lacking, ask critical questions in advance of meetings so everyone is fully prepared.
- Agree that a lack of knowledge is not an excuse for not taking action or attendance.

Decorum and Protocol

- The organization operates in an environment of transparency.
- Conduct board business in front of all board members and speak up at meetings.
- Meeting decorum is respectful and no member will reproach another for speaking honestly.
- Factual information will not be withheld from the board by any director or staff member.
- Respect and give fair consideration to diverse and opposing viewpoints; realizing the impact of image and words when discussing and representing the Chamber.
- Accountability to any and all commitments by volunteers and staff is crucial.

- Decisions and outcomes must benefit the organization, members and the community; without personal interests or conflicts¹
- Confidentiality of all proceedings and information is required.
- Decisions of the board are for the whole --- dissident opinions should be expressed only inside the board meeting.
- Rules of Order guide board discussions and directors should familiarize themselves with protocols of motions, speaking, authority, etc.

Organizational Traditions

- Attendance at an annual orientation, as well as the periodic board retreat, is expected.
- Board members are encouraged to be role models in making contributions to the Political Action Committee.
- Directors should reach out to members to determine their needs; and contact at least two prospects per quarter to invite them to join.

I am clear about my roles and responsibilities as a board member or volunteer and can conform to the Rules of Engagement as indicated.

Rules of Engagement General 7-09.doc
Adapted with Permission
Contact: Bob Harris, CAE --- bob@rchcae.com

BOARD RESPONSIBILITIES

The Board's Purpose
The Board is responsible for the overall success of the organization and for the welfare of its members. The Board is also responsible for the financial health of the organization and for the well-being of its members.

Board Responsibilities

1. Determine the organization's mission and purpose.
2. Set the strategic direction for the organization.
3. Approve the organization's budget and financial statements.
4. Monitor the organization's performance.
5. Ensure the organization's financial health.
6. Ensure the organization's legal compliance.
7. Ensure the organization's ethical standards.
8. Ensure the organization's transparency.
9. Ensure the organization's accountability.
10. Ensure the organization's sustainability.

Board Legal Duties

Board members have a legal duty to act in the best interests of the organization and to avoid conflicts of interest. Board members must also ensure that the organization complies with all applicable laws and regulations.

Board Terms

Board members serve for a term of one year. Board members may be re-elected for a second year. Board members must be at least 18 years old and a resident of the state of California.

2009 Laminated Board Responsibilities guide; \$9 each plus s/h. Order for board by e-mailing quantity and street address to bob@rchcae.com.

¹ Directors submit an annual conflict of interest statement.