

# **GOVERNANCE POLICY MANUAL of CHRISTIAN MEDICAL AND DENTAL FELLOWSHIP OF AUSTRALIA INC.**

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## **Incorporating:**

- Preamble
- Purpose/ Ends/ Outcomes
- Board Performance Process
- Executive Limitations
- Board- CEO Role

**Christian Medical and Dental Fellowship of Australia Inc,  
Incorporated under the N.S.W. Associations Incorporation Act 2009.**

# Index

|  |    |
|--|----|
| 1. Preamble .....  | 3  |
| 2. Ends,Purpose and Outcomes .....                                       | 4  |
| 3. Board Governance Process .....  | 5  |
| Policy Title: 1 - Global Board Commitment .....                          | 5  |
| Policy Title: 2 - Governing Style .....                                  | 6  |
| Policy Title: 3 - Board Job Documentation .....                          | 7  |
| Policy Title: 4 - Board Member Qualifications.....                       | 8  |
| Policy Title: 5 - Board Members’ Code of Conduct.....                    | 9  |
| Policy Title: 6 - Board Operations .....                                 | 10 |
| Policy Title: 7 - Chair’s Role.....                                      | 11 |
| Policy Title: 8 - Annual Agenda Planning .....                           | 12 |
| Policy Title: 9 - Board Committee Principles .....                       | 13 |
| Policy Title: 10 - Board Member Training.....                            | 14 |
| Policy Title: 11 - Board Monitoring and Evaluation.....                  | 15 |
| 4. Executive limitations (CEO function) .....                            | 16 |
| Policy Title: 1 - Global Commitment.....                                 | 16 |
| Policy Title: 2 - Treatment of Staff.....                                | 16 |
| Policy Title: 3 – Financial planning and budgeting .....                 | 17 |
| Policy Title: 4 – Risk Management.....                                   | 18 |
| Policy Title: 5 – Communication and Support to the Board .....           | 19 |
| Policy Title: 6 – Emergency Succession .....                             | 19 |
| 5. Board – CEO Linkage .....   | 21 |
| Policy Title: 1 – Global Board-CEO Linkage.....                          | 21 |
| Policy Title: 2 – Unity of control .....                                 | 21 |
| Policy Title: 3 – Accountability of the CEO .....                        | 22 |
| Policy Title: 4 – Delegation to the CEO .....                            | 22 |
| Policy Title: 5 – Monitoring of CEO performance.....                     | 23 |
| Appendix 1. 10 Principles of Policy Governance.....                      | 25 |
| Appendix 2. CMDFA – Excerpts from 2015 Strategic Planning document ..... | 26 |
| Appendix 3. Board meeting evaluation form.....                           | 30 |
| Appendix 4. Sample Board Audit Form 1 – self assessment.....             | 31 |
| Appendix 5. Sample Board Audit Form 2 – Corporate Assessment.....        | 32 |
| Appendix 6. Sample Board Audit Form 3 – Evaluating Results.....          | 33 |

# 1. Preamble

The Board of the Christian Medical and Dental Fellowship of Australia (CMDFA) has determined to operate using best practice governance, with a view to effectively realising our vision, carrying out our mission, achieving our goals, fulfilling our philosophy and acting consistently with our values. To that end, the policy governance model formulated by John Carver has been adopted and modified to suit our needs.

The model emphasises values, vision, empowerment of both Board and staff, and the strategic ability to lead leaders. Under Policy Governance, a Board crafts its values into policies of four end types: ends, executive limitations, Board-Chief Executive Officer (CEO) linkage and governance process. These categories of Board policy contain everything the Board has to say about values and perspectives that underline all organisational decisions, activities, practise, budgets and goals. The definition of each of these four categories are:

1. **ENDS** - the Board defines which human needs are to be met, for whom, and at what cost. Written with a long-term perspective, these mission-related policies embody the Board's long-range vision.
2. **EXECUTIVE LIMITATIONS** - the Board establishes the boundaries of acceptability within which CEO/staff methods and activities can responsibly be left to CEO/staff. These limiting policies apply to CEO/staff means, rather than ends.
3. **BOARD-CEO LINKAGE** - the Board clarifies the manner in which it delegates authority to the CEO as well as how it evaluates the CEO's performance on provisions of the ends and executive limitations.
4. **GOVERNANCE PROCESS** - the Board determines its philosophy, its accountability and specifics of its own job. The effective design of its own Board process ensures that the Board will fulfil its three primary responsibilities:
  - a. Maintaining links to the ownership;
  - b. establishing the four categories of written policies; and
  - c. assuring executive performance.

There are 10 principles which dominate policy governance. For their explanation, see **Appendix 1**.

The following document contains the policies that the Board has decided upon, in each of the 4 areas defined above. It will be noted that in each area, policies have been formed in layers from the most general (global) to the more specific.

The Board also reserves the right to review, rewrite, add to, or delete from these policies as required.

The Board will abide by these policies in its governance role in respect of CMDFA, to ensure its vision, philosophy and objectives are realised and God glorified.

## **2. Ends, Purpose and Outcomes**

### **Policy Type - CMDFA Purpose, Outcomes, Ends**

**By the grace of God, CMDFA exists to bring glory to God's name, by realising our vision, carrying out our mission, and achieving this by using our core values.**

Consequently,

1.
  - a. CMDFA is to actively support and encourage both its members and other Christian health care workers to continue to be transformed by Christ, especially in the work place, so that both their work places and health care in general may experience transforming Christian values and loving acts.
  - b. All members will be encouraged to follow Christ and continue to integrate their faith and practice.
  - c. CMDFA, via its programs, activities and actions, is to encourage its members to be a loving caring and supportive Christian community.
  - d. CMDFA and its members will achieve this by fulfilling its aims (as stated in the Constitution) and will act consistent with its Core Values (**Appendix 2**).
2. CMDFA will ensure that it will grow both its membership and affiliations so that it is economically viable and can support a part time CEO.

### **3. Board Governance Process**

**Policy Type:** Governance Process

**Policy Title:** 1 - Global Board Commitment

**The purpose of the Board as servants of God on behalf of the members of CMDFA is to see that CMDFA:**

1.
  - a. Achieves its mission and fulfils its vision via adhering to its core values.
  - b. Achieves appropriate results for appropriate persons at appropriate costs.
2. Avoid unacceptable actions and situations

**Policy Type: Board Governance Process**

**Policy Title: 2 - Governing Style**

**The Board will govern with an emphasis on:**

- 1. Our Christian values;**
- 2. Outward vision rather than internal preoccupation with its self;**
- 3. Encouragement of diversity in viewpoints;**
- 4. Strategic leadership more than administrative detail;**
- 5. Clear distinction of the Board and CEO roles;**
- 6. Collective rather than individual decisions;**
- 7. Future rather than past or present; and**
- 8. Pro-activity rather than reactivity.**

Accordingly:

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgements for the Board's value. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.

2. The Board will direct, control and inspire CMDFA through the careful establishment of Board written policies reflecting the CMDFA values and perspective and about the purposes to be achieved and methods to be avoided. The Board's major policy focus will be on the intended long-term effect inside and outside the organisation, not administrative or programmatic means of attaining those effects.

3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles and ensure a continuance of governance capability. Continual Board development will include orientation of new Board members in the Board's function and periodic Board decisions of process improvement.

4. The Board will monitor and discuss the Board's process and performance regularly. Self-monitoring will include the comparison of Board activity and discipline to policies in the Board function and Board-CEO categories.

**Policy Type: Board Governance Process**

**Policy Title: 3 - Board Job Documentation**

**The role of the Board is to represent the members of CMDFA, determining and demanding appropriate and organisational performance.**

Accordingly;

1. the Board will provide the link, both legal and moral, between the CMDFA organisation and members;
2. the Board will ensure that it fulfils its primary responsibilities. These will include but not limited to,
  - a. that the Board will pray for the members of CMDFA, the staff and themselves.
  - b. the Board will monitor the health of the organisation (KPI's can be devised);
3. the Board will produce policies on four areas
  - a. policies governing CMDFA purposes/ outcomes;
  - b. policies governing the CEO to establish boundaries in which all activities and decisions must take place;
  - c. policies governing the Board itself, specifications on how the Board conceives, carries out and monitors its own task;
  - d. policies governing Board-CEO relationship;
    1. how power is delegated and its proper use;
    2. monitoring the CEO role, authority and accountability;
    3. the Board will serve in an advisory role to the CEO;
4. the Board will ensure all decisions are in accordance with the CMDFA constitution;
5. the Board will produce assurance of CEO performance against agreed criteria;
6. the Board will be active in communicating to the member the vision and mission and our progress in towards achieving it.

**Policy Type: Board Governance Process**

**Policy Title: 4 - Board Member Qualifications**

**To ensure that the governing Board is spiritually healthy then the characteristics of the Board should be, working as a team displaying courage, respecting one another, dealing well with disagreements.**

Accordingly, to achieve the above, individual Board Members qualifications will include at least the following:

- a. Board Members should be reliable (trustworthy) and teachable person (2 Tim 2.2) who meet the biblical qualifications of spiritual leadership as given in 1 Tim 3:1-7 and Titus 1:6-9b. Elected Board members should have proven themselves to be mature followers of Christ and demonstrated an ability as a leader. They must have been members of CMDFA for a period of time of at least 12 consecutive months.
- c. They need agree with the CMDFA core values, vision and doctrine.
- d. They need to be loyal to the CEO and his leadership but not to the point of rubber-stamping his agenda.
- e. They should care about, respect and trust one another, including CEO (1 Tim 3:2 and 2 Tim 2:2).
- f. They should be open to new ways of doing ministry.
- g. They should be able to think strategically and generatively
- h. if married, their spouses must be supportive of their service on the Board.

**Policy Type: Board Governance Process**

**Policy Title: 5 - Board Members' Code of Conduct.**

**The Board commits itself and its Members to ethical, biblical conduct, including proper use of authority and appropriate decorum when acting as Board members.**

Accordingly:

1. Board Members code of conduct.
  - a. Board members must work together as a unified team in the best interests of the entire organisation.
  - b. They must be courageous and make the right decisions no matter how unpopular or controversial.
  - c. They must care about, genuinely appreciate, and most importantly respect and trust one another (this includes the CEO).
  - d. They must deal quickly with any disagreements among themselves in line with Biblical principles.
  - e. They must commit to regular attendance of Board meetings.
2. They must not attempt to exercise individual authority over CMDFA except as explicitly set forth in Board policies and/or over others in CMDFA (other Board members, CEO, staff, members).
3. When acting individually with the public, press or others they must not attempt to speak for the Board, except to repeat explicitly stated Board decisions.
4. They will not condone or voice criticism of the CEO or staff performance beyond the Board, the CEO or the staff person involved.
5. They will respect the confidentiality appropriate to issues of a sensitive nature.
6. They must avoid any conflict of interests, including financial, with respect to their Board positions.
7. Board members, when serving in CMDFA ministries, will be under the direct authority of the ministry leader and the indirect authority of the CEO.
8. They will enforce on themselves whatever discipline is needed to lead with excellence. Discipline will apply to matters such as:
  - a. Attendance
  - b. Preparation for meetings
  - c. Conduct at meetings
  - d. Policymaking principles
  - e. Respect Roles

**Policy Type: Board Governance Process**

**Policy Title: 6 - Board Operations**

**The Board commits itself to operate Biblically and efficiently as it conducts its meeting-making the best use of time.**

Accordingly:

1. The Board will make its decisions –
  - a. seeking and following God’s direction.
  - b. by consensus but striving for unanimity, working normally with the principle of two thirds (2/3) majority.
  - c. The level at which a decision will be taken is at the discretion of the Chair, flagging high level decisions in the agenda.
  - d. On critical decisions, seek to find an alternative ‘method’ to allow progressive/proactive movement.
2. The number of Board members and length of their term would be as set out in the Constitution.
3. The Board will elect annually, from its members the Office Bearers. These will be –
  - a. National Chair,
  - b. National Secretary
  - c. National Treasurer

(See By-laws for role descriptions of the National Secretary and National Treasurer.)
4. They will seek to do as much work as possible outside the Board meetings.
5. They may elect to meet at other times to conduct business if necessary.
6. They will encourage different viewpoints while striving for a spirit of unity.
7. They will focus on current and future issues rather than on past issues.
8. They will operate proactively rather than passively or negatively.

**Policy Type: Board Governance Process**

**Policy Title: 7 - Chair's Role**

**The Chair assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.**

Accordingly:

1. The Board Chair will assure the integrity and fulfilment of the Board's process and, when necessary, may represent the Board to the membership and outside parties.
  - a. Meeting discussion content will be only those issues which, according to Board Policy, clearly belong to the Board to decide, not the CEO.
  - b. Deliberation will be fair, open and thorough but also timely, orderly, and kept to the point.
2. The authority of the Chair consists in making decisions that fall within the topics covered by Board policies on Board Function and Board – CEO Relationship.
3. The Chair is authorised to use any reasonable interpretations of the provisions in these policies.
  - a. The Chair is empowered to Chair Board meetings, with all the commonly accepted power of that position (for example, ruling, recognising).
  - b. Empowered to prioritise agenda items subject to the control of the meeting.
  - c. The Chair has no authority to make decisions about policies created by the Board within CMDFA Purpose and CEO Function Policy areas. Therefore, the Chair has no authority to supervise or direct the CEO.
  - d. The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to her or him.
  - e. The Chair may delegate this authority but remains accountable for its use.
  - f. The Chair shall be responsible for crafting meeting agendas and ensuring minutes of meeting are kept.

**Policy Type: Board Governance Process**

**Policy Title: 8 - Annual Agenda Planning**

**To accomplish its job stated in the 'Board Job Description' with a governance style consistent with Board policies, the Board will follow an annual agenda that**

**(1) Completes re-exploration of CMDFA Purpose policies annually and**

**(2) continually improves Board performance through Board education and enriched input and deliberation.**

An annual agenda should include:

1. An Annual Retreat to examine vision and direction of CMDFA
2. Monitoring of CMDFA health
3. Assessing the effectiveness of CMDFA Strategies in realising the Strategic Plan
4. Signing off on future year plans and Budgets
5. Auditing organizational Risk Management Strategies
6. Opportunities for education and training on Governance and Leadership Issues
7. Auditing Board's compliance of Board Polices
8. Assessing the Board's Effectiveness through a suitable annual self-assessment process (an example assessment mechanism is contained in **Appendix 4**)
9. Reporting from Board Standing Committees, CEO and Ministry Leaders
10. Discussions about succession planning
11. An annual review of the CEO Performance
12. Auditing External Financial Audits
13. And other items that may be necessary at the discretion of the Board.

**Policy Type: Board Governance Process**

**Policy Title: 9 - Board Committee Principles**

**Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to CEO**

Accordingly:

1. Board committees are to help the Board do its job, never to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberations. In keeping with the Board's broader focus, Board committees will normally not have dealings with current staff operations.

2. Board committees shall not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.

3. Board committees cannot exercise authority over staff. Because the CEO works for the full Board, he will not be required to obtain approval of a Board committee before an executive action.

4. Committees will be used sparingly and ordinarily in an ad hoc capacity. The exception to this will be standing committees, as follows

The standing Executive committee of the Board

5. This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless whether the group includes Board Members. It does not apply to committees formed under the authority of the CEO.

6. Board committees will respect the confidentiality appropriate to issues of a sensitive nature.

**Policy Type: Board Governance process**

**Policy Title: 10 - Board Member Training**

**Because leaders are learners, the Board must invest in and participate in its training on an ongoing basis.**

Accordingly:

1. Board skills, methods and supports will be sufficient to assure governing with excellence.
  - a. Training and retaining will be used to inform new Members and candidates for Membership, as well as to maintain and increase existing member skills and understandings.
2. Training will include (but not exclusively) 4 key areas:
  - a. the leader's character – Soul work;
  - b. the leader's knowledge – Head work;
  - c. the leader's skills – Hand work; and
  - d. The leader's emotions – Heart work.
3. Outside assistance and expertise will be arranged as needed to maintain and increase members skills and understandings.
4. A budget amount as decided by the Board will be allocated for Board training.

**Policy Type: Board Governance Process**

**Policy Title: 11 - Board Monitoring and Evaluation**

**To ensure that the Board operates with excellence, accountability an evaluation is required.**

Accordingly:

1. The Board will both monitor and evaluate its ministry performance for compliance with Board policies.
2. The Board will informally and regularly monitor its performance, for a sample review document, see **Appendix 3 – Board Meeting Evaluation.**
3. It will facilitate a formal, annual evaluation of its performance. For a sample review document, See **Appendix 4-6 – Yearly Board Audit forms.**
  - a. The Board will individually and collectively evaluate its performance.
  - b. The CEO will conduct an informal evaluation of the Board’s performance.
  - c. The Board will discuss these evaluations for the purpose of improving its leadership.

## **4. Executive limitations (CEO function)**

**Policy Type:** Executive limitations

**Policy Title:** 1 - Global Commitment

The CEO shall not cause or allow any practice activity decisions or organisation circumstances that is in the Boards' view unbiblical, unlawful, imprudent, unethical, or in violation of CMDFA constitution.

**Policy Type:** Executive Limitations

**Policy Title:** 2 - Treatment of Staff

**With respect to treatment of paid and volunteer staff, the CEO shall not knowingly cause or allow conditions that are unfair, undignified or unclear.**

Consequently, the CEO will not fail to:

1. Develop role descriptions that
  - a. articulate the expectations for staff members;
  - b. define the main elements of staff roles;
  - c. provide for effective handling of grievances and
  - d. protect rightful conditions.
2. Ensure that staff are adequately qualified, trained and monitored within their scope of responsibility.
3. Ensure among staff a clear understanding of the purpose, scope and expectations of the CMDFA ministry and activities.
4. To acquaint staff of their rights and responsibilities.
5. To provide either formally or informally opportunities for the spiritual, physiological and physical care of staff.

**Policy Type:** Executive Limitations

**Policy Title: 3 – Financial planning and budgeting**

**Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board’s Ends priorities, risk fiscal jeopardy, or fail to be derived from a multiyear plan.**

Accordingly, the CEO shall not allow budgeting that:

1. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
3. Reduces the current assets at any time to less than 1 ½ times the current liabilities without Board knowledge and approval.
4. Allocates abnormal income to the operating budget.
5. Allows funds to drop below what would be required for 12 weeks normal operating costs.

**Policy Type: Executive Limitations**

**Policy Title: 4 – Risk Management**

**The CEO shall ensure that the membership assets, volunteers and staff are protected from unreasonable risk.**

Consequently, the CEO will:

1. Ensure that CMDFA holds a current insurance certificate which provides adequate levels of cover for our organisation. A minimum this should include:
  - a. Buildings insurance
  - b. Contents insurance
  - c. Public liability insurance
  - d. Professional indemnity insurance
  - e. Director's and Officer's liability
  - f. Fidelity Guarantee
  - g. Personal Accident Insurance

The level of cover should be reviewed regularly.

2. Ensure that plant and equipment are maintained appropriately and not knowingly expose the organisation, its Board, or staff to claims of liability.
3. Protect information and files from loss or significant damage.
4. Ensure controls are in place to receive, process, or disburse funds in a way which meets generally accepted standards.
5. Not compromise the independence of the Board's external monitoring or advice.
6. Ensure that all intellectual property is adequately registered and protected.

**Policy Type: Executive Limitations**

**Policy Title: 5 – Communication and Support to the Board**

**The CEO shall ensure that the Board is to be informed and supported in its work.**

Consequently, the CEO will:

1. Submit required monitoring data in a timely, accurate and understandable way.
2. Report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
3. Regularly report to the Board the progress made towards achieving the agreed upon goals.
4. Make the Board aware of any anticipated media coverage, threatened or pending lawsuits, dismissals or requested resignations of paid staff, significant moral failures within the staff or at CMDFA related activities, and material internal changes.
5. Advise the Board if, in the CEO's opinion, the CMDFA Board is not in compliance with its own policies on Board Function and Board – CEO Relationship.

**Policy Type: Executive Limitations**

**Policy Title: 6 – Emergency Succession**

In order to protect the Board and CMDFA from sudden loss of CEO services the CEO shall have at least one other staff member familiar with Board and CEO issues and processes.

**Policy Type:** Executive Limitations  
**Policy title:** 7. CEO's Code of Conduct

The CEO will:

1. Recognise the high visibility of their life and strive to be blameless (1 Timothy 3:1-7, titus 1:7-9, Romans 14:1-23) and be a positive role model.
2. See to develop ministries which are in accordance with the CMDFA Vision, Mission, Goals and Core Values (**Appendix 2**).
3. Make sure that conditions for paid and volunteer staff are fair and supportive of their ministries.
4. Not use their position for personal gain.
5. Will be remunerated according to their respective contractual agreement with CMDFA.
6. Not discriminate against any staff member who properly expresses dissent.
7. Allow an appropriate mediator to be arranged when internal procedures for handling grievances have been exhausted.
8. The CEO will support their staff before others who may seek to undermine their ministry.

## **5. Board – CEO Linkage**

**Policy Type:** Board – CEO Linkage

**Policy Title:** 1 – Global Board-CEO Linkage

The Board’s sole official connection to CMDFA’s operations, its achievements and conduct will be through the CEO.

Members of the Board are expected to be involved in the life of CMDFA and its operations and communicate our structure, our purpose and our progress towards fulfilling our vision. However, individually they cannot make decisions on behalf of the Board.

**Policy Type:** Board-CEO Linkage

**Policy Title:** 2 – Unity of control

**Only decisions of the Board acting as a body are binding on the CEO.**

Accordingly:

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the CEO except in rare instances when the Board has specifically authorised such exercise of authority.
2. In the case of Board members or committees requesting information or assistance without Board authorisation, the CEO can refuse such requests that require, in the CEO’s opinion, a material amount of staff time or funds, or are disruptive.

**Policy Type: Board-CEO Linkage**

**Policy Title: 3 – Accountability of the CEO**

**The CEO is the Board’s only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the CEO.**

Accordingly:

1. The Board will never give instructions to persons who report directly or indirectly to the CEO.
2. The Board will refrain from evaluating, either formally or informally, any staff other than the CEO.
3. The Board will view CEO performance as identical to organisational performance, so that organisational accomplishment of Board-stated Ends and compliance with executive limitations policies will be viewed as successful CEO performance.

**Policy Type: Board-CEO Linkage**

**Policy Title: 4 – Delegation to the CEO**

The Board will direct the CEO in his ministry through written policies that prescribe what he is and is not to accomplish, while allowing him some latitude in his interpretations of these policies.

Accordingly:

1. The Board may draft written policies that prescribe what the CEO may or may not do to accomplish the CMDFA’s ministry’s general direction (goals/outcomes) and strategy (means). Nothing shall be attempted that may be deemed unbiblical or contrary to a Christian lifestyle.
2. All policies drafted shall be within the limits of Board Policies as defined with the preamble of this document.
3. The Board will design the policies so that they begin broadly and where necessary will be more specific in nature (see point 5).
4. The Board grants the CEO the latitude to interpret these policies within reason but retains the right to refine them further in areas of question or disagreement.
5. The Board will set both 3 yearly and yearly goals in line with its strategic plan and the CEO performance will be proactive against outcomes in these specific areas.

**Policy Type:** Board-CEO Linkage

**Policy Title:** 5 – Monitoring of CEO performance

**Systematic and rigorous monitoring of CEO job performance will be solely against the expected CEO job outputs: organisational accomplishment of Board policies on Ends and organisational operation within the boundaries established Board policies on Executive Limitations.**

Accordingly:

1. Monitoring is simply to determine the degree to which Board policies are being met. Data that do not do this will not be considered to be monitoring data.
2. The Board will acquire monitoring data by one or more of three methods:
  - a. By internal report, in which the CEO discloses compliance information to the Board.
  - b. By external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and
  - c. By direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria
3. In every case, the standard for compliance shall be any reasonable CEO interpretation of the Board policy being monitored.
4. All policies that instruct the CEO will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method but will ordinarily depend on a routine schedule.

| <b>Policy</b>                        | <b>Method</b>       | <b>Frequency</b> |
|--------------------------------------|---------------------|------------------|
| Treatment of staff                   | Internal            | Biannually       |
| Financial planning and budgeting     | Internal            | Quarterly        |
| Financial condition and activities   | Internal            | Monthly          |
|                                      | External            | Annually         |
| Emergency CEO succession             | Internal            | Annually         |
| Asset protection                     | Internal & External | Annually         |
| Compensation & Benefits              | Internal            | Annually         |
|                                      | External            | Biannually       |
| Communication & support to the Board | Direct inspection   | Annually         |

*Note: As Ends policies are developed, they would be added to this list.*



## **Appendix 1. 10 Principles of Policy Governance**

The ten principles which dominate Policy Governance are:

1. Recognise the trust in trusteeship.
2. The Board should speak with one voice or not at all.
3. Board decision should predominantly be policy decisions.
4. Policy is best determined in layers, starting board before progressing to the next level of detail.
5. Board should define and delegate, rather than react and ratify.
6. Boards should concentrate on what is to be achieved more than how it is to be achieved.
7. Ironically, a Board can best control staff by setting some things off-limits, rather than attempt to prescribe the means that the staff uses.
8. Boards should explicitly determine the things that they are responsible for and their process.
9. Study after study of effectiveness of non-profit organisations have highlight the crucial nature of the relationship between Board and chief executive.
10. Performance of the chief executive should be monitored rigorously, but only against policy criteria.

*Taken from: Birkdale Baptist Church Governance Policy Manual (2012). Bethany Christian Care, Qld, Australia.*

## Appendix 2. CMDFA – Excerpts from 2015 Strategic Planning document

### SECTION 3 - CMDFA – WHO WE ARE

#### VISION, MISSION, CORE VALUES & HISTORY

#### **VISION - Mentoring and Uniting Christian Doctors – Transforming their world.**

This is actually what we, as an organisation do as opposed to “integrating faith and practice” which is what the members do as a result of what CMDFA does.

#### **MISSION (AIM) - CMDFA exists to bring glory to God by:**

- Being a strong Christian presence in Healthcare and also in the wider community.
- Providing fellowship, community, networking and support so the members can integrate their faith and practice both individually and collectively

**so that ultimately Glory is given to God.**

#### **CORE VALUES - Our Core Values are encapsulated in Christ’s 2 commandments:**

- Love the Lord your God with all your heart and soul and all your strength and with all your mind.
- Love your neighbour as yourself,

Consequently we strive to be:-

- a. Christlike
- b. Controlled by the Holy Spirit
- c. Committed to Scripture and Prayer
- d. Compassionate
- e. Culturally relevant.

## **HISTORY**

CMDFA commenced in Australia in 1949 as just CMF and separate State fellowships were formed. In 1962 the Dentists joined and CMDFA was formed and subsequently a National Body was formed. In 2000 a National Office was established in Sydney with Dr. Cliff Smith as the first Executive Officer. Today CMDFA has more than 700 members from all corners of Australia. These members range from Students to Recent Graduates to senior Clinicians and Retirees. CMDFA is a member of the International Christian Medical and Dental Association (ICMDA) which has branches in over 80 countries. The members come from a wide range of Denominations and so this forms a vibrant broad Christian community.

As we face rapid moral, social and Technological change there is an increasing need to know how to respond both personally and as a collective Christian voice.

CMDFA provides, and will continue to provide, culturally relevant fellowship, help and support as we, Christian Doctors and Dentist wrestle with these changes and attempt to remain faithful to Christ and integrate our faith and practice.

## **ROLE OF THE STATES**

This Vision sees the Role of states being to provide and facilitate local activities for fellowship, encouragement, networking, counselling and mentoring.

The states are further responsible to direct members to National resources, to encourage people to join and run specific programmes such as Saline.

## **ROLE OF THE FELLOWSHIP (NATIONAL) BOARD**

The Role as perceived to provide Vision, direction and governance for the Fellowship as well and providing strategies to ensure that adequate resources are provided to the States to achieve their goals.

## SECTION 4 - STRATEGIC PLANNING PROCESS

### Chronology

1. In August 2014 the National Board of CMDFA decided to produce a Strategic Plan and Richard Allan and Ross Dunn were appointed to develop a Strategic plan.
2. At the November 2014 Board Meeting a 5 stage process of Vision, Goals, Strategies, Benchmarks and Review was presented to the Board. This process was ratified by the Board.
3. The process from the start has involved extensive consultation, from a series of questionnaires and consultations between November 2014 and February
4. Information from this was all collated and summarised. This gave us a good indication of where the CMDFA fellowship, nationally and State by State was at. It also gave us insights as to what members saw as important and in which direction they wished to go.
5. At the February 2015 national Board meeting 11 Aspirational Goals were decided upon. Each one of these aims was believed to be able to help CMDFA achieve its Vision and fulfil its Mission and were to be done using the Core Values of CMDFA. These 11 Aims were:-s
  1. Increase the size of the fellowship (We are not yet to a critical size to be self-sustaining)
  2. Increase Finances (as a consequence of 1.)
  3. Upgrade National Office - Support and Staff. Board to transition from hybrid one to a complete Governance Board.
  4. Student work.
  5. Recent Grads
  6. Practitioners.
  7. Mentoring and Small Groups.
  8. Missions
  9. Oceania
  10. Expanded scope of membership
  11. Ethics
6. These and other issues were discussed in May at the Equip and Connect Seminar attended by members from all over Australia.

7. Four main Aims were decided upon to be the focus areas of our Strategic Plan. There were
  1. Firstly Mentoring, then
  2. Recent Grads and
  3. Practising Professionals (grads) and partly as a consequence
  4. Increase in numbers (and financial security by achieving a size that is self-sustaining).

The other seven Aims will remain as active goals and eventually all will be dealt with in depth and detail. However the 4 mentioned will initially have the main emphasis

**(For a fuller explanation of the Strategic Plan process from August 2014 to September 2015 refer to *Appendix 1 - CMDFA Strategic Planning post-Equip & Connect* by Richard Allan.)**

Appendix 3. Board meeting evaluation form

## EXAMPLE BOARD MEETING EVALUATION

| BOARD MEETING - EVALUATION                              |                          |
|---|--------------------------|
| 1. Were the issues discussed trivial/essential?         | <input type="checkbox"/> |
| 2. Were the materials provided worthless/indispensable? | <input type="checkbox"/> |
| 3. Did we discuss operations/policy strategy?           | <input type="checkbox"/> |
| 4. Did we act as just a committee/community?            | <input type="checkbox"/> |
| Ranking 1 - 5 (1 the lowest)                            |                          |

*Taken from: Birkdale Baptist Church Governance Policy Manual (2012). Bethany Christian Care, Qld, Australia.*

**Appendix 4. Sample Board Audit Form 1 – self assessment**

## EXAMPLE YEARLY BOARD AUDIT

### Part 1: Personal Self Assessment

Board Member Name: \_\_\_\_\_

|    |  | True | More true than false | More false than true | False |
|----|--|------|----------------------|----------------------|-------|
| 1. | I feel that my work on the Board is a most valuable use of my time       | 1    | 2                    | 3                    | 4     |
| 2. | I feel that my work on the Board is a good use of my gifts and abilities | 1    | 2                    | 3                    | 4     |
| 3. | No one person dominates or tries to control the Board                    | 1    | 2                    | 3                    | 4     |
| 4. | The Board Members trust and show respect for one another                 | 1    | 2                    | 3                    | 4     |
| 5. | The Board Members are well qualified spiritually for the Board's work    | 1    | 2                    | 3                    | 4     |
| 6. | By being on the Board, I am making a significant difference for Christ   | 1    | 2                    | 3                    | 4     |
| 7. | Rarely do Board Members interfere with the staff's work                  | 1    | 2                    | 3                    | 4     |

Total Score for Personal Assessment \_\_\_\_\_

**Appendix 5. Sample Board Audit Form 2 – Corporate Assessment**

**EXAMPLE YEARLY BOARD AUDIT**

**Part 2: Corporate Assessment**

Board Member Name: \_\_\_\_\_

|     |   | True | More true than false | More false than true | False |
|-----|---|------|----------------------|----------------------|-------|
| 1.  | The Board addresses the most important issues that affect our church            | 1    | 2                    | 3                    | 4     |
| 2.  | The Board doesn't micromanage the church and its ministry                       | 1    | 2                    | 3                    | 4     |
| 3.  | The Board has a clear, compelling direction                                     | 1    | 2                    | 3                    | 4     |
| 4.  | The Board doesn't spend time on trivial matters                                 | 1    | 2                    | 3                    | 4     |
| 5.  | The Board is performing at a high percentage of its leadership potential        | 1    | 2                    | 3                    | 4     |
| 6.  | The Board is proactive not reactive in its work                                 | 1    | 2                    | 3                    | 4     |
| 7.  | The Board Members often disagree and debate with one another                    | 1    | 2                    | 3                    | 4     |
| 8.  | New Board Members receive an orientation and training for their position        | 1    | 2                    | 3                    | 4     |
| 9.  | The Board has set clear lines of authority between itself and the Senior Pastor | 1    | 2                    | 3                    | 4     |
| 10. | The Board has established a clear set of policies that guide its decision       | 1    | 2                    | 3                    | 4     |

Total Score for Corporate Assessment \_\_\_\_\_

**Appendix 6. Sample Board Audit Form 3 – Evaluating Results**

## **EXAMPLE YEARLY BOARD AUDIT**

### **Part 3: Evaluating Results**

Add up the scores of your perception of Board Performances

17-29 Excellent

30-42 Above Average

43-54 Below Average

55-68 Poor / Dysfunctional

All Board Members will hand in their evaluation to the Chair.

1. The Chair will then discuss this with the individual Board Member as needed.
2. The Senior Pastor will discuss the Chair's evaluation with him/her.
3. The Senior Pastor and Chair will look at all the responses and bring back to the Board the outcomes and possible remedial action that will need to be discussed by the Board.

**Note:**

**Personal Self Assessment** - may only be individually discussed with the Chair if so desired.

**Corporate Assessment** - would be discussed in open forum.

*Taken from: Birkdale Baptist Church Governance Policy Manual (2012). Bethany Christian Care, Qld, Australia.*