

## **GOOD GOVERNANCE IN NATIONAL BOARDS**





**SCOUTS**<sup>®</sup>  
Creating a Better World

© World Scout Bureau Inc.  
Organisational Development  
March 2020

World Scout Bureau, Global Support Centre  
Kuala Lumpur

Suite 3, Level 17,  
Menara Sentral Vista, No 150  
Jalan Sultan Abdul Samad  
Brickfields, 50470  
Kuala Lumpur, MALAYSIA

Tel.: + 60 3 2276 9000  
Fax: + 60 3 2276 9089

[worldbureau@scout.org](mailto:worldbureau@scout.org) [scout.org](http://scout.org)

Reproduction is authorised to National  
Scout Organizations and Associations which  
are members of the World Organization  
of the Scout Movement. Credit for the  
source must be given.

Photos: © World Scout Bureau Inc.

# **GOOD GOVERNANCE IN NATIONAL BOARDS**

# Table of Contents

<b>INTRODUCTION</b>	<b>3</b>
<b>What is Good Governance?</b>	<b>4</b>
<b>Good Governance in WOSM</b>	<b>5</b>
<b>Why is it important that National Boards use Good Governance?</b>	<b>6</b>
<b>What are the key elements of Good Governance in a National Board?</b>	
<b>Building the Right Board</b>	<b>12</b>
 <b>SECTION 1: INDUCTION TO NATIONAL BOARDS</b>	 <b>14</b>
<b>OBJECTIVES OF THE INDUCTION TRAINING</b>	<b>15</b>
• <b>Values and Duties</b>	<b>16</b>
• <b>How to engage your NSO National Board?</b>	<b>16</b>
• <b>Convincing your NSO</b>	<b>17</b>
• <b>Preparing for the Induction</b>	<b>17</b>
• <b>Content of the Induction</b>	<b>19</b>
• <b>NSO Board Readiness Assessment</b>	<b>20</b>
• <b>Is this Board Business?</b>	<b>23</b>
• <b>Team Charter</b>	<b>24</b>
• <b>National Board Commitment Agreement</b>	<b>32</b>

<b>SECTION 2: CONTINUOUS IMPROVEMENT</b>	<b>34</b>
• <b>National Board Conflict of Interest Policy</b>	<b>35</b>
• <b>About Conflict of Interest (Policy)</b>	<b>36</b>
• <b>Conflict of Interest Form Example</b>	<b>38</b>
• <b>Conflict of Interest Register of Declared Interests (Date)</b>	<b>39</b>
• <b>National Board Members Self-Evaluation</b>	<b>40</b>
 <b>NATIONAL BOARD MEETING REVIEW AND TEAM CHECK-UP</b>	 <b>44</b>
• <b>Part 1 - National Board Meeting Review</b>	<b>46</b>
• <b>Part 2 - National Board Team Check-up</b>	<b>47</b>
 <b>MEMBERS OF COMMITTEES AND TASK FORCES REVIEW</b>	 <b>48</b>
• <b>Part 1 - Satisfaction Survey</b>	<b>50</b>
• <b>Part 2 - Self-Assessment</b>	<b>50</b>
 <b>BYLAWS AND POLICIES</b>	 <b>52</b>
<b>POLICIES</b>	<b>54</b>
<b>GSAT COMPLIANCE</b>	<b>55</b>
<b>GLOSSARY</b>	<b>58</b>

# FOREWORD



The term 'good governance' is generally understood to encompass the best practices on how an organisation is managed: its structure, culture, policies, strategies, and the ways in which it deals with its various stakeholders.

There is a clear organisational focus within WOSM on the strengthening of governance and accountability across our NSO's via support and guidance as well as through the Good Governance elements of GSAT, the Global Assessment Tool. This guide aims to bring together some best practices, inspiration and signposting for National Boards of all levels of experience to support them on their journeys with governance.

The preparation of this guide was a collaborative effort of individuals from across all WOSM regions, exploration of the common best practices from our NSOs and a review of pre-existing guides and resources.

It is anticipated that this toolkit will be systematically updated as the good governance agenda in our movement evolves.

We would like to acknowledge the significant contribution made by the many people involved in the production of these toolkit: Leonardo Morales Morales (World Scout Committee), Chris Bates (Australia), Paul Wilkinson (United Kingdom), Joshua Dick (United States of America), Mathias Gerth (Switzerland) and Wayne Davis (Ethiopia), as well as Abir Koubaa, Mary Waweru, Goran Gjorgjiev, David Berg and Ruth Potts from the World Scout Bureau.

The 2017-2020 Working Group on Good Governance in National Boards

# INTRODUCTION

## Objectives

This toolkit is a comprehensive overview of the principles and practices of national boards that contribute to good governance. It is a resource that can help NSOs/NSAs in preparing their national boards to effectively and efficiently perform their mandate and provide quality leadership based on the principles of good governance.

## Structure

**The toolkit is organised into two parts:**

- Part One (Chapters 1 - 5) - addresses basic governance history, roles, and structures.
- Part Two (Chapters 6 - 16) - examines governance practices, drawing on the experience to review basic approaches to board responsibilities and board self - management with tools and resources for applying these best practices.

**This toolkit will provide information that can be used to develop your national board and answers to the following questions:**

- What is the role of a national board?
- What are the characteristics of an efficient national board?
- What are best practices in good governance from a national board perspective?
- What tools can I use for board assessments and organisations that are assisting the board and its practices?

## Who is the toolkit for?

This toolkit is designed for aspiring, current and newly elected members of national boards and other leadership positions. It is also a resource that can be used by committees and staff in the preparation of their boards.

## How to use it?

This toolkit can be used as a guideline for the preparation of the mandate of a new national board or as a tool to improve the performance of an existing one. In both cases, this toolkit is a resource that is adaptable. It can help you understand how national boards can lead effectively with good governance and multiple tools that can enable the board to go through processes and actions that will put the national board in place, ready to perform this leadership.

While this resource can be applied independently, we recommend that trained consultants from WOSM's consultancy pool are engaged (you can request for this assistance via WOSM Services (Good Governance)).

# What is Good Governance?

## Definitions

Governance is the process of providing strategic leadership to an organisation. It entails the functions of setting direction, making policy and strategy decisions, overseeing and monitoring organisational performance, and ensuring overall accountability.

## Good Governance

Effective governance is integral to the success of an organisation. Governance is essentially a decision-making process grounded in the assumption that organisations can cause desired results to occur by choosing appropriate courses of action.

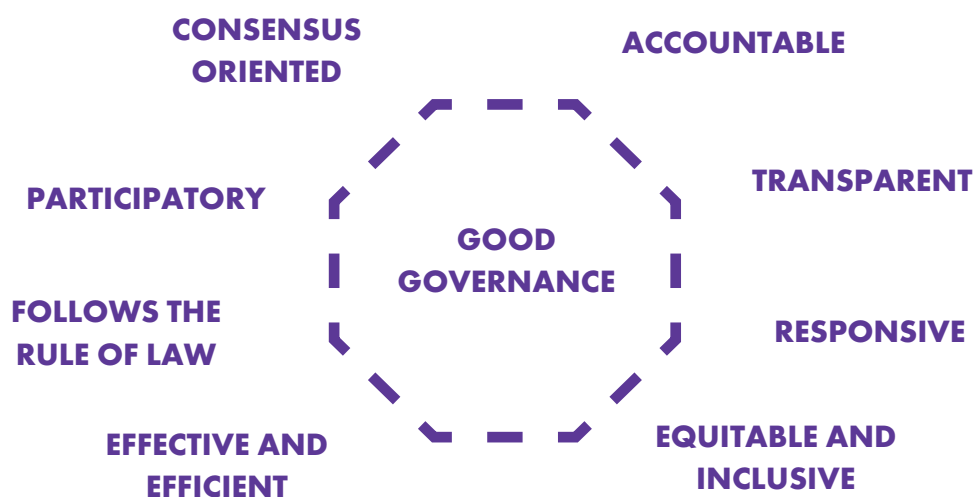
Fundamentally, governance and strategic leadership are about making informed organisational choices: about why we're here, what we want to accomplish, the best ways to achieve those results, the resources we'll need to do these things and how we will secure them, and how we will know if we are making a difference.

- A strategy is the process of selecting alternative courses of action (using the chosen goals and outcomes as the basis for the selection), and implementing them to achieve desired results and outcomes. The process involves gathering information and using it to inform and aid the decision-making process, with the expectation that effective strategy choices will result in organisational success.
- Effective governance is integral to the sustainability and long-term effectiveness of organisations operating in today's complex and competitive world.

Good governance has eight major characteristics - it is participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law. Good governance is responsive to the present and future needs of the organisation, exercises prudence in policy-setting and decision-making, and ensures that the best interests of all stakeholders are taken into account.

To succeed, NSOs (like all organisations) must continuously renew the link between what they do, and the needs and interests of the communities they serve. They must ensure that they are providing the services needed and valued by their constituents - members, in ways that are consistent with their core values and principles. As the organisation serves its members and the community, governance involves making judgments about how well or poorly the organisation is doing, and then making choices about how it can be more effective.





### Good Governance in WOSM

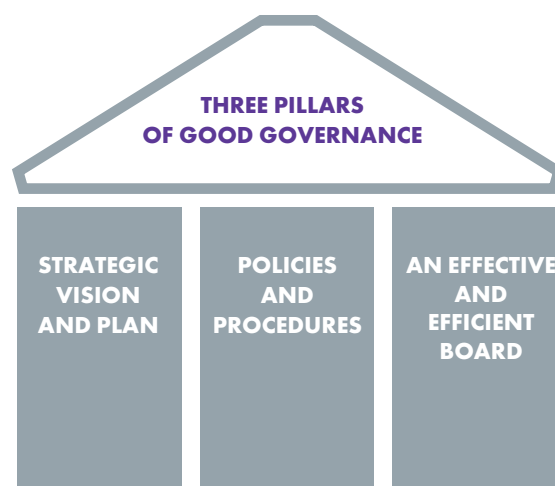
In Scouting, governance has a dual focus: achieving our movement’s social mission and ensuring that we are viable. Both relate to a fiduciary responsibility that a national board (sometimes called Directors, or Board, or Management Committee—the terms are interchangeable) has with respect to the exercise of authority over the explicit actions an organisation takes.

Public trust and accountability are essential aspects of organisational viability, so it achieves the movement’s social mission in a way that is respected by those served by the organisation and the society in which it is located.

Good governance is all about focusing on the processes for making and implementing decisions that will continue to advance an organisation’s principles and mission, providing strategic leadership to the NSO/NSA.

### There are 3 important pillars for good governance in Scouting:

- Strategic vision and plan, which is the path the organisation takes towards achieving our mission;
- Policies and procedures, which secures organisational sustainability, to ensure we stay sincere and dedicated to our mission, and
- An effective and efficient board, which ensures the presence of leadership to oversee that all policies and procedures are in place and respected consistently.



## **Good Governance and GSAT**

Governance is the way rules, norms, and actions are structured, sustained, regulated, and held accountable in one organisation. As such, good governance is a key element of a sustainable NSO and can be found in multiple dimensions of the GSAT.

We highly encourage you to use GSAT as a tool for mapping your NSO standing in good governance. You can reflect as a national board on good governance practices, specifically in the following dimensions of the tool:

- governance framework
- strategic framework
- integrity management
- resource allocation and financial controls
- growth potential
- continuous improvement

## **Why is it important that National Boards use Good Governance?**

Good governance requires the right ingredients (the right mix of board members!), a chairperson to provide leadership and accountability, and careful stirring of candid discussions, transparent practices, and governance policies. You can help your board master the perfect recipe with the right resources.

An NSO's national board is a key factor in practicing good governance within the organisation. If the national board does not practice and reflect good governance in the NSO, it is difficult to expect that good governance will be practiced at all other levels.

As the national board is responsible for the governing role in the NSO, it is imperative to base the norms and practices of work on the foundation of good governance, in order to provide effective leadership and guarantee the NSO's organisational health and sustainability.

Finally, it is the national board that is ultimately accountable for all acts undertaken in the name of the organisation, whether or not those acts are formally approved or implemented by the board itself. This accountability exists regardless of the size or nature of the organisation and whether the organisation employs staff. Members of nonprofit governing boards must recognise that they have certain legally enforceable duties and obligations by virtue of their membership on the board.

# What are the key elements of Good Governance in a National Board?

To explore the key elements of good governance in the work of the national boards, we will list the roles of the board and map out the areas of good governance. For better orientation, we will also link them with designated dimensions in GSAT.

## National Board Roles

Since it's impossible to do a job well if you don't understand it, all boards must take time to ensure that every board member fully understands what's expected and needed of them, and then hold all members accountable when they veer off track. This starts with an understanding of the fundamental legal duties of each individual board member, which include:

Role of the National Board	Explanation	Good Governance Elements	GSAT Dimension
Set Organisational Direction	Setting direction requires looking beyond the immediate horizon, and asking questions: What are the issues the organisation must confront in order to serve our mission in the years ahead? Where should it be in five years? What is it committed to achieving?	Participation Responsiveness Consensus-oriented	Strategic framework
Determine Mission, Vision, and Values	The board is responsible for ensuring that the organisation's mission is clearly stated and advanced. A commitment to the mission should drive the board and management's priorities.	Participation Responsiveness Consensus- oriented	Strategic framework
Engage in Strategic Thinking	Effective boards lead the organisation's direction by making strategic thinking a part of regular, ongoing board work. With guidance from management, they stay current with internal and external forces that drive change.	Participation Responsiveness	Strategic framework  Growth potential

Ensure Effective Planning	Strategically focused planning enables the board and staff to translate the mission and purposes into meaningful and manageable goals and objectives, which then focus its resources and energy.	Participation Responsiveness Consensus- oriented	Strategic framework
Ensuring the Necessary Resources	Once the board has established a sense of direction, it must make sure that the organisation has four principal types of resources for achieving its goals: board members with appropriate competencies, people to do the work, money to pay salaries and other expenses, and credibility with the public.	Participation Responsiveness	Growth potential  Resource allocation
Build a Competent Board	A national board represents talent that the organisation can draw on to further its mission. For this reason, board composition is critical to success. Many boards revitalise themselves through term limits and a well-defined process for recruitment that assesses future organisational needs and current board member competencies.	Effectiveness and efficiency Participation Responsiveness	Continuous improvement Growth potential Integrity management
Select the Chief Executive	After determining the organisation's mission and purposes, selecting the right chief executive is vital for the success of the organisation. With the right person in the position, the organisation will be better equipped to succeed. Choosing a person with demonstrable leadership and visionary skills and good skills to lead the process will reduce long-term adverse consequences. The board must choose carefully and wisely.	Equity and inclusion Responsiveness Effectiveness and efficiency Transparency	Governance framework  Resource allocation
Ensure Adequate Financial Resources	Although much can and should be expected of the chief executive and management on this score, the board works closely with the chief executive to diversify and maximise sustainable revenue sources so that the organisation can achieve its goals.	Responsiveness Effectiveness and efficiency	Resource allocation Growth potential Continuous improvement
Enhance the Organisation's Public Standing	The national board members serve as a link between the organisation and its members, stakeholders, constituents, or clients. They should think of themselves as the organisation's ambassadors and advocates—ideally, even after they leave the board.	Accountability Participation Responsiveness Transparency	Integrity management  Governance framework

Provide Oversight	A national board's work involves both authority and accountability. However, in its oversight role, the emphasis is on accountability. As far as the public is concerned, a board's most important role is to provide oversight, not only on finances and programmes, but also on the organisation's legal and moral conduct, and its overall effectiveness.	Accountability Participation Responsiveness Effectiveness and efficiency Rule of law	Governance framework Integrity management Continuous improvement
Support and Evaluate the Chief Executive	Selecting the chief executive is only the beginning of a productive relationship with the governing board, that will bring real achievement and long service to the organisation. Providing personal and organisational support for executive leadership, periodically assessing the chief executive's performance, and acknowledging outstanding service through appropriate compensation are key board responsibilities.	Accountability Participation Effectiveness and efficiency Equity and inclusion	Integrity management Continuous improvement
Protect Assets and Provide Financial Oversight	Safeguarding organisational assets or holding them "in trust" on behalf of others, is one of the most important board functions. The board ensures that the organisation has a clear financial plan that is aligned with strategic operating plans.	Accountability Participation Responsiveness Effectiveness and efficiency Transparency	Integrity management Continuous improvement Resource allocation
Monitor and Strengthen Programmes and Services	What the organisation actually does and how well it does it, should be at the heart of board curiosity. Board work focuses primarily on the organisation's impact, as determined by indicators expressed in the strategic plan.	Accountability Participation Responsiveness Effectiveness and efficiency	Integrity management Continuous improvement Resource allocation
Ensure Legal and Ethical Integrity	As the board is ultimately responsible for ensuring adherence to legal standards and ethical norms, its members must collectively exhibit diligence, commitment, and vigilance to keep their house in order.	Accountability Transparency Rule of law	Integrity management Continuous improvement

## Examples of Practicing Good Governance

The following table demonstrates the difference between what is considered a responsible national board and one that is practicing good governance.

Responsible National Boards	National Boards Practicing Good Governance
Establish and review strategic plans.	Allocate time at and between meetings to address what matters most, and engage in strategic thinking on a regular basis.
Adopt a conflict-of-interest policy.	Adopt a conflict-of-interest policy that includes guidelines for disclosure, review, and recusal; require board members to sign the conflict-of-interest statement annually; and rigorously adhere to the policy.
Monitor financial performance and receive programmatic updates.	Measure overall organisational efficiency, effectiveness, and impact using various tools including dashboards.
Design board meetings to accomplish the work of the board.	Make meetings matter by improving meeting efficiency, using consent agendas and meeting regularly in executive sessions—with and without the chief executive—to allow for confidential discussions.
Orient new board members.	Invest in ongoing board development to deepen the commitment of board members, and have them reflect on their own performance by conducting regular board self-assessments.

# Building the Right Board

The job of building a successful national board is more than just filling slots. It is about being strategic, both in terms of composition and operations.

Building a board is a continuous process with nine essential steps:

**Step 1:** Identify needs of the board, such as skills, knowledge, perspectives, and connections needed to achieve goals. What are its current strengths? What necessary characteristics are missing? Create your team chart.

**Step 2:** Cultivate sources of potential board members and identify people with desired characteristics.

**Step 3:** Inform prospects. Explain expectations and responsibilities of board members, and don't minimise requirements. Invite questions, elicit prospects' interest, and find out whether they are prepared to serve.

**Step 4:** Orient (induction) new board members both to the organisation and to the board, explaining the history, programmes, pressing issues, finances, facilities, bylaws, and the organisational chart. Describe committees, board member responsibilities, and lists of board members and key staff members.

**Step 5:** Discover their interests and availability. Involve all board members in committees or task forces. Assign them a board "mentor". Solicit feedback and hold everyone accountable. Express appreciation for work well done.

**Step 6:** Educate the board. Provide information concerning the mission and promote exploration of issues faced by the organisation. Hold retreats and encourage board development activities by sending members to seminars and workshops. Don't hide difficulties.

**Step 7:** Evaluate the whole board, as well as individual board members. Examine how the board and chief executive work as a team. Engage the board in assessing its own performance. Identify ways in which to improve. Encourage individual self-assessment.

**Step 8:** Rotate board members and establish term limits. Do not automatically re-elect for an additional term; consider the board's needs and the board member's performance. Explore advisability of resigning members who are not active. Develop new leadership.

**Step 9:** Celebrate victories and progress, no matter how small. Appreciate individual contributions to the board, organisation, and community. Make room for humor and a good laugh.

A board matrix can help the National Board identify recruitment needs, which will depend on the organisation's mission and its stage of development.

	1	2	3	4	5	6	A	B	C	D	E	F
<b>Age</b>												
Under 18												
19-34												
35-50												
51-65												
Over 65												
<b>Gender</b>												
Male												
Female												
Other												
<b>Race/ Ethnicity</b>												
African American/ Black												
Asian/ Pacific Islander												
Caucasian												
Hispanic/Latino												
Native American/ Indian												
Other												
Resources												
Money to give												
Access to money												
Access to other resources (foundations, corporate support)												
Availability for active participation (solicitation, visits, grant writing)												
<b>Community Connection</b>												
Religious organisations												
Corporate												
Education												
Media												
Political												
Philanthropy												
Small business												
Social services												



Other												
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>
<b>Qualities</b>												
Leadership skills/ Motivation												
Willingness to work/ availability												
Personal connection with the organisation mission												
<b>Personal Style</b>												
Consensus builder												
Good communicator												
Strategist												
Visionary												
Bridge builder												
<b>Areas of experience</b>												
Administration/Management												
Entrepreneurship												
Financial Management												
Accounting												
Investments												
Fundraising												
Government												
Law												
Marketing, public relations												
Human resources												
Strategic planning												
Physical plant (architect, engineer)												
Real estate												
Representative of clients												
Special programs focus (such as education, health, public policy, social services)												
Technology												
Other												
<b>Number of years (or terms) on the board</b>												

# SECTION 1: INDUCTION TO NATIONAL BOARDS

A properly functioning national board is vital to the success and longevity of any NSO. The effective operation of a board largely depends on the free exchange of information and ideas between its members.

Ensuring new board members are quickly brought up to speed with the organisation (including its strategy and the environment within which it operates) is an important aspect of every board's role. There are many different roles and people involved in running a community organisation. It is important that national board members understand the generic role of a board, their specific roles as board members and how their role differs to the roles of other people in the organisation. Taking the time to establish a board induction process is a prudent investment to be considered by NSOs for the future..

The responsibility for conducting board inductions is ideally shared between the national board itself, the organisation's senior management of the organisation, and the new board member.

The national board chair (or another senior person within the organisation) will often play a pivotal role in the induction process for new board members. It is important to ensure that the process is overseen by a person who knows the organisation 'inside out', so that necessary information can be shared with the new board member, and any questions can be answered in an appropriate manner.

The person who assumes responsibility for overseeing the induction process should be supported by other board members and senior management. For instance, the organisation's CEO may be involved in the process: introducing the new board member to key members of the management team, conducting a briefing on the challenges and opportunities facing the organisation, and conducting a tour of the organisation's premises or operations.

A new board member also needs to make themselves available to participate actively in the entire process.

The main reason for a board induction is to ensure a new board member receives key information about the organisation and understands their role. The induction can also be used to collect any information required of the new board member.

# Objectives

## OBJECTIVES OF THE INDUCTION TRAINING

### Understanding roles and responsibilities

Through the induction training, national board members should get a holistic picture about their roles, responsibilities, rights and duties. They should also be aware about what their role doesn't entail, particularly with respect to the division of strategic and operational functions, as well as the collaboration between volunteers and staff. The national board is responsible to design an operational structure, but also needs to understand how to work with and embrace existing structures and operations. A particular element in Scout organisations is youth involvement. National board members need to know how to establish a strategy and structure that encourages youth involvement at any level.

### Forming a successful team

An induction process / first induction workshop is one of the first steps in building a successful team. Through this exercise, national board members can understand each other and their capacities as a team. They can identify ways of closing the gaps, define and build their team in a more sustainable manner.

### Understanding and defining working methods

Through an induction, the national board should define and agree on the working methods that fit their needs, from daily operations to decision making. These working methods should be documented with a code of behaviour for national board members.

### Gaining necessary skills

An induction process can help to acquire skills, and to ensure this happens in a continuous way. An assessment of training needs is essential right from the beginning as it helps to identify gaps and solutions for all national board members.

## **Establishing a feeling of ownership and enabling motivation**

Through the induction process, the national board can develop a feeling of ownership and accountability towards their stakeholders. External facilitation of the induction by a person(s) who have expert knowledge and/or relevant previous experience can help with inspiration and motivation.

## **Values and Duties**

Our main goal: "The Mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society."

All stakeholders involved in the governance process as national board members must consider the mission, core values and principles of Scouting in all decisions and roles during the developing and cooperation processes, working to keep unity of the Scout movement.

The governance shouldn't be led by personal thoughts or perceptions. It should be led by common agreements respecting the different points of view, and through cooperation of all members.

As Scouts, it is pertinent that we are aware of how our actions influence future generations that will lead NSOs. Most importantly, we must recognise that our decisions strengthen and facilitate a better process to deliver Scouting to all segments of communities we engage with.

Finally, it is important that all national board members actively contribute to create and strengthen their NSO's credibility and organisational capacity, both internally and externally with partners and other actors of society.

## **How to engage your NSO National Board?**

### **Resistance that you might encounter in your team**

Sometimes establishing good governance is significantly changing the practices and the way we currently deal with governance in an NSO. It takes time, commitment and strong determination to establish a sustainable environment where good governance is practiced regularly. Here are some of the most common reasons/challenges we will encounter and hear while trying to implement practicing good governance:

- Lack of time
- Requires additional resources
- It is not a priority at this time
- Existing system has been working fine for a hundred years
- A new change in governance is perceived to be more bureaucratic and less effective

While we may not have the luxury of implementing everything by the books, good governance is one aspect that shouldn't be compromised on. Having good governance in place will elevate the effectiveness of your NSO, and ensure its relevance and sustainability as we move into a new decade.

### **Convincing your NSO**

Scepticism in practising good governance can be addressed while working on board development. It is important to ensure the involvement of the CEO and President of your NSO in this process, as they will be able to propose and facilitate the introduction/integration of good governance practices in a newly formed or existing national board. However, it is also important to note that this process can be initiated by anyone who is interested in proposing improvements in the NSO.

The NSO board shouldn't start from scratch. It should be built on current best practices and things that are already working well (established best practices in the NSO that are in line with good governance practices). This mapping can be done before or at the national board induction, and can be a good aid in building an agreement towards developing a set of practices for good governance moving forward). Ensure that all practices agreed upon are well documented.

## **10 Reasons to Practice Good Governance in National Boards**

- Good Governance is a key practice in 6 from 10 dimensions of the GSAT
- (Quality Standard owned by WOSM that assesses the compliance of an NSO towards international best practices for Quality Scouting.)
- It provides integrity and trust from members in the work of the national board
- It helps the board to protect the NSO from financial losses
- The NSO will be better respected by external stakeholders, such as partners and donors
- It increases the efficiency of the a national board
- It helps in guiding and providing better solutions during discussions and meetings
- It helps in determining the frequency of meetings for effective, solution-driven discussions
- It increases the overall wellbeing of the NSO
- It is recommended by all UN institutions and development agencies
- Good governance is at the heart of any successful business



### **Preparing for induction training**

Before commencing an induction training (as a workshop), make sure that participants have all the relevant organisational documents at their disposal and have had enough time to read them prior to the training. The “package” to read includes:

- Operations and legal documents: The NSO’s constitution, Internal Rules documents, NSO’s regulations and all existing guidelines for governance and operational duty.
- Policy documents: (Risk Management, Conflict of Interest, Data Protection, Youth Involvement, Expenses, Code of Conduct, Whistleblower, Finance and Audit etc), Governance Policy (Guidelines for Operation of National Board Meetings).
- Orientation documents: NSO Organisational Chart (national and regional / local levels), List of Contacts of Governance and Staff positions on all levels, terminology, jargon and glossary of specific terms, ethics, values, and philosophy.
- Programme documents: Latest reports of the NSO (annual report, financial statements, census), NSO’s Strategic Plan / Yearly Operational Plan, key Memoradums of Understanding or binding agreements (Foundation / Scout Shop), ongoing budget, contracts and obligations, copy of last year’s board meeting minutes.
- Board personalised documents: Declaration forms, board appraisal forms, assessments, roles and responsibility statements, training needs analysis.
- Information on Team Charter: Document that lays the foundation for all members of any team (in this case a national board). The induction phase is used to populate and develop this document.

National board members are expected to make themselves aware of the documents before the meeting. However, keeping in mind that the totality of the package can be overwhelming,, it is key that these documents are elaborated on during the induction with ample time for discussion.

Along with the provided documents, the national board members can be also supported with the following before induction:

- Providing the historical background of the NSO/NSA
- Organising a visit to national offices and tour of the operations
- Organising a meeting with the CEO (Secretary General/Director)
- Organising a meeting with the president (The Chair)
- Working on a Team Charter before the induction

Providing this information to national board members before induction ensures an engaged and well-prepared session ahead.

Another useful preparatory step is conducting a competence survey with national board members.. This helps in identifying strengths and gaps in the competence-profile of the national board as a governing institution of the NSO/NSA. Results of the survey can be discussed as a team and appropriate measures can be taken, including identifying the individual and shared training needs of the board.





## Content of the Induction

The content of the induction is usually tailored to the level of information required for the national board. Ample time needs to be provided for the board to:and should provide time for the board:

- Build their team dynamics
- Familiarise themselves with processes, strategies and the overall development of the NSO
- Understand the board's role and governance responsibility in detail

An induction training for members of national boards proposal (developed by the European region) is available for download [here](#). A more robust proposal is being developed by the global team and will be available soon for reference.

If you're considering running a training workshop with an external facilitator, WOSM can support you with expert consultants. Internally, it is important to identify an existing member of the national board and from the executive staff to lead induction preparation. For the session itself, it is important that all national board members are present and participate fully.



# NSO Board Readiness Assessment



This assessment is your opportunity to determine your readiness to serve as a member of your NSO's board of directors.

For the highest benefit, it is important that these statements are answered as honestly as possible. To begin, answer "yes" or "no" to each statement below. Next, circle the number of those which you answered "no" to. This will now help you to identify information you will need to be an effective board member.

The outcome of this assessment should remain confidential, and you should be the only person to review it. You are the only person who will review it.

### General Expectations

1. I know the organisation's mission, purpose, goals, policies, programmes, services, strengths, and needs.	
2. I follow the trends in the NSO's field of interest and keep myself informed.	
3. I know the structure of the NSO and its roles.	

### Legal Compliance

1. I am familiar with the full contents of the organisation's bylaws.	
2. I know the organisation's major policies and procedures (membership, budget allocation, personnel, etc.).	
3. I am fully aware of the NSO arrangements for professional staff (insurance, tax and contracts).	
4. I know what types of reports need to be prepared and submitted by the NSO.	
5. I know how I am legally responsible for the association.	
6. I know the obligations of the NSO towards the laws and regulations in my country.	

### Roles and Responsibilities

7. I know the scope of my role as a national board member.	
8. I am aware of the elements which make up the organisation's structure and its decision-making processes.	
9. I understand the depth of my responsibilities and accountability as a national board member.	
10. I know what a risk register is and what an NSO should avoid in order to retain its integrity and sustainability.	
11. I know the membership of my NSO and the structure of its operations.	

## Planning

12. I have already set time aside each month, on my calendar, for the NSO's Board and General Assembly meetings.	
13. I know how to evaluate our organisation's strategic plan to ensure it is realistic and can be accomplished.	
14. I understand my role in the planning process.	
15. I know who should be included in the planning process.	
16. I know who is responsible for the execution of the plans.	

## Resources Allocation and Financial Controls

17. I know how to read and understand a budget balance sheet.	
18. I know how to evaluate the annual financial reports.	
19. I know the standard reserve amount the organisation should strive to reach in order to be more secure in its operation.	
20. I know how to prevent fraud and misuse of funds as board member.	
21. I know my roles as national board member in finding resources for the NSO.	

## Control

22. I know what the process is to acquire funds.	
23. I understand how policy is set in the organisation.	
24. I know why the board must read and approve all reports.	
25. I know what a conflict of interest is and best practices to prevent it.	

## Representation

26. I know how to represent my NSO responsibly and diligently in the community by telling the organisation's story and presenting its accomplishments, as well as its needs and current challenges.	
---	--

## Is this Board Business?

Read the following statements and determine whether or not the issue described would be the responsibility of the NSO national board.

Write Y for yes or a N for no in the space provided.

	IS THIS BOARD BUSINESS?	Y/N
1.	A board member says that the current association logo is "hard to read" and "should be changed."	
2.	20 young adult members involved in university decided to create a Scout club and want to join the NSO.	
3.	A board member has an ownership interest or a personal relationship with a vendor that is a potential strategic partner of the organisation and does not disclose the relationship.	
4.	The Organisation's Executive has developed a new employee manual to govern employment at the NSO.	
5.	The Finance Committee wants to restructure itself into two subcommittees (non-dues revenue and collections).	
6.	A board member suggests changing the cleaning service for the association office.	
7.	A board member decides that some of the language in the strategic plan is confusing and should be changed.	
8.	A few new members of the board would like to plan a two-day board retreat to establish goals for the association in the coming year.	
9.	Board members are invited to a fundraising conference.	
10.	A board member is organising an event for improvement of the youth programme in the NSO.	
11.	A few board members are proposing text for a Scout song.	

# Team Charter

## What is it?

A team charter is a document that lays the foundation for all members of any team (in this case a national board), allowing them to understand and agree to a set of values, as well as guidelines in behaviour and conduct in their respective roles.

## Why have a team charter?

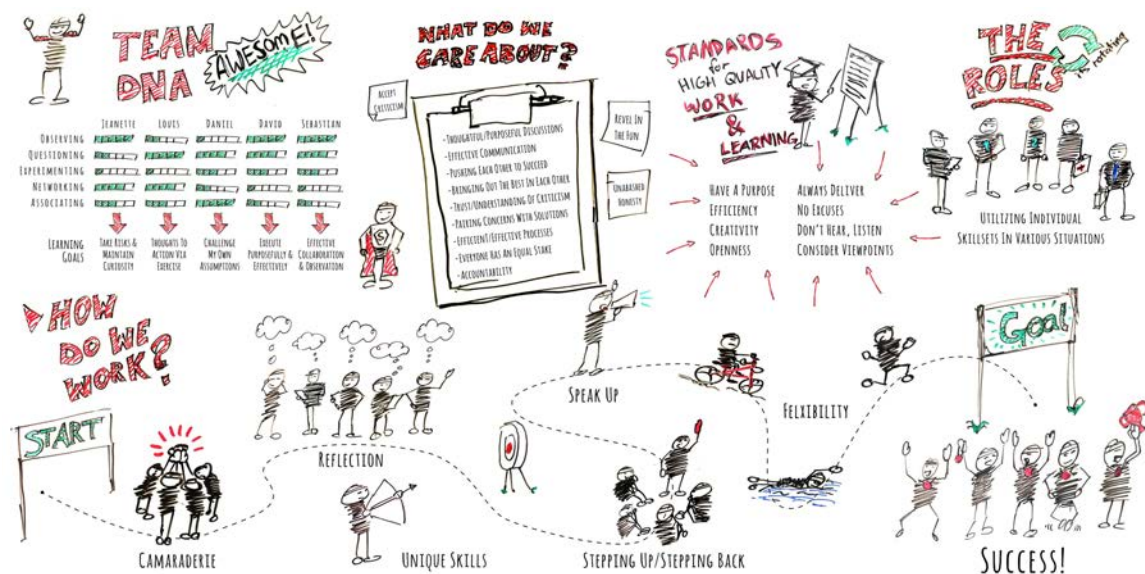
A team charter helps establish a shared ownership, accountability and agreement with new groups of people working together on how they will conduct their business, roles and responsibilities. It can work as a touchstone for the board to come back to in decision making, supporting how they operate to ensure that they don't lose sight of what and why they are doing something. It can also be used to demonstrate the board's purpose to other people in the organisation and provide transparency of the operations of the board.

## The purpose of a team charter includes:

- Securing the ownership of all team members, including ones who may have initially resisted being included
- Holding team members (including leadership) accountable to all of the same principles
- Spelling out roles and responsibilities in a clear, measurable way
- Defining operations (including ways to adapt to change), address roadblocks, and even define actions like attendance
- Demonstrating the team's purpose and mission transparently to others in the organisation
- Providing clarity and reducing confusion in cases where conflicting tasks or projects arise

## How to develop it?

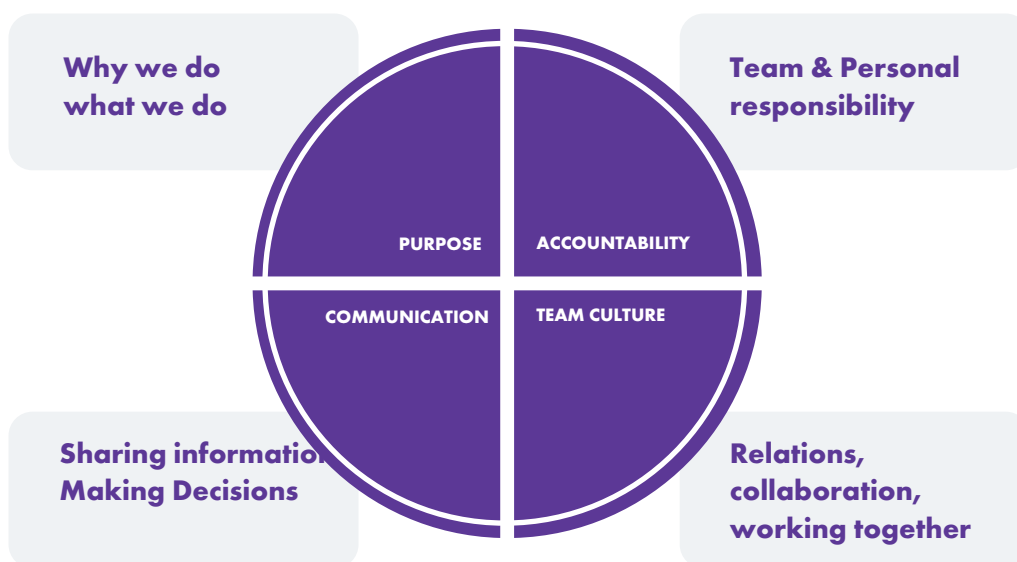
A charter should be developed collaboratively with the new board as part of any induction exercise and it is important that sufficient time is given to this process.



Sketched charter from Innovation Studio project team - MBA in Design Strategy, California College of the Arts, 2016.

Things to consider as part of the charter should be a short vision statement explaining the board's purpose (this should be no more than 20 words). Sufficient time should also be spent deciding on the key behaviours that will be adopted by the board.

The diagram below offers some inspiration for some the key areas that can be considered:



Example of Team Charter - Learning Bridge Inc. 2003

## Step 1

The first step is a collaborative discussion which comprises of 7 sections. This is where the team works together to establish the essential elements of their foundation.

There are 3 parts to each section:

1. **Brainstorm:** record all of your team's thoughts
2. **Consolidate:** choose your team's top values
3. **Refine:** turn your notes into concise sentences

The 7 sections identified to craft the framework of the charter and its the expectations are below:

1. **Team Members: Who is on the team?**  
Each team member lists two of their strengths and two of their weaknesses to better understand each other.
2. **Core Values: What do you care about?**  
Discuss which shared values can help guide how you approach your work and how you collaborate with each other.
3. **Group Norms: How will you work?**  
Establish a framework of ideals that you can expect each other to abide by, such as meeting schedules (regular date, time, place).
4. **Roles: What roles are necessary?**  
Determine the types of roles that will keep the team focused and drive productivity.
5. **Specific responsibilities: What do we need to achieve? Who is responsible for what?**  
Any specific decisions delegated to the board by the assembly.
6. **Metrics of Success: What does success look like to you?**  
Consider how success can be measured beyond a letter grade or score.
7. **Standards of Quality: What are your standards for high quality work?**  
Think about the level of quality you deliver and expect from your teammates.





## Step 2

The second step organises all of the concise sentences from the 7 sections into a 'final' asset. This provides an easy way to review the charter if (or when) your team needs to refocus further down the road.

<b>Team Members:</b> Who is on the team?	
<b>Core Values:</b> What do you care about?	
<b>Group Norms:</b> How will you work?	
<b>Roles:</b> What roles are necessary?	
<b>Specific responsibilities:</b> What do we need to achieve? Who is responsible for what?	
<b>Metrics of Success:</b> What does success look like to you?	
<b>Standards of Quality:</b> What are your standards for high quality work?	





# TEAM CHARTER

## WORLD SCOUT COMMITTEE 2014 - 2017

This Team Charter is for all 21 World Scout Committee members  
(12 voting members, Secretary General, Treasurer, WSF Representative & 6 Regional Chairpersons)  
as well as the 6 Youth Advisors.

### PURPOSE OF OUR TEAM

- Promote unity – be the bridge across the Movement
- Ensure the continued development of the Movement
- Ensure great governance of WOSM by implementing our constitutional responsibilities (incl. financial oversight and policies)
- Promote and support membership development
- Inspire and engage NSOs
- Implement Vision 2023 and Triennial Plan 2014-2017

### WORKING BETWEEN MEETINGS AND ACCOUNTABILITY

- We clearly define who does what and when between meetings
- Subcommittees have regular, documented meetings with clear follow-up on tasks
- We work closely with WSB staff without interfering in daily operations. A joint approach with mutual respect and good communication is key to success
- In line with the Adults in Scouting Policy, we have an annual performance review of all WSC members

### HOW WE PREPARE FOR AND RUN OUR MEETINGS

- We meet twice a year (March & September)
- There is dual accountability – Steering Committee prepares the agenda, all WSC members read documents and arrive fully prepared
- Meetings are dynamic, fun and practical – discussions in smaller groups & summary of outcomes, followed by a short decision meeting
- French interpretation is provided
- We keep the focus on must-do's and reaching concrete, customer-focused and action-oriented results
- Everything we do is linked to Vision 2023 and the Triennial Plan

### BEHAVIOURS WE COMMIT TO...

- **Communication**
  - Use clear and simple language
  - Be tolerant of others
  - No judgement
  - Respect that time is limited
  - Encourage everyone to speak
  - Opposing views should be respected
  - Respect email culture ("reply all" only when needed)
  - Reduce paper communication
  - Encourage use of new technologies
- **Engagement**
  - Listen to others
  - Express your opinion
  - Timely response to emails
  - Be prepared for the meetings
  - Be 100% present at the meetings
  - Declare conflicts of interest
  - Motivate others & yourself to do one's best
  - Commit to follow sustainable practices
- **Decisions**
  - Always involve all 27 in entire decision making process except voting itself
  - Full transparency
  - Look for consensus when possible
  - Keep and respect integrity of World Scout Committee decisions that have been made



## TEAM CHARTER

### WORLD SCOUT COMMITTEE

### 2017-2020

This Team Charter is for all 27 World Scout Committee members of the 2017-2020 Triennium: 12 Voting members, Secretary General, Treasurer, WSF Representative, six Regional Chairpersons and six Youth Advisors.

#### WORKING BETWEEN MEETINGS AND ACCOUNTABILITY

- We clearly define who does what and when between meetings.
- We inform NSOs and Regions swiftly about the outcomes of our meetings and decisions through innovative communication approaches.
- We involve the full WSC in our communications to NSOs, not only specific roles.
- Subcommittees have clear deliverables and conduct regular, documented meetings with clear follow-up on tasks.
- We work closely with WSB staff with a clear focus on strategic oversight.

#### HOW WE PREPARE FOR AND RUN OUR MEETINGS

- We meet formally in person twice a year (March & September) and explore informal virtual meetings/attendance
- Our Steering Committee prepares the agenda, all WSC members read documents in advance and arrive fully prepared.
- We choose the best working methods and endeavour to keep our meetings dynamic, fun and results-oriented.
- Everything we do is linked to Vision 2023 and the Triennial Plan.
- We base our decisions on facts and invite experts as needed to inform our decision-making.

## PURPOSE OF OUR TEAM

- We are here to promote the unity of the Movement and ensure great governance of WOSM by delivering on our constitutional responsibilities. Through our governance we inspire and engage NSOs and Regions to contribute and achieve the Strategy for Scouting.
- We will oversee the implementation of Vision 2023 and the 2017-2020 Triennial Plan, with a special accent on supporting membership growth and development.

## OUR GROUND RULES

### **For our discussions (online and offline) we commit to:**

- Using clear and simple language
- Listening with both ears and an open mind
- Being honest and respectful (of each other and of time availability)
- Encouraging everyone to speak but keep our discussions focused
- Encouraging diversity in discussions, but unity in decisions
- Innovative communication style and technology
- Providing language interpretation as needed

### **In terms of our engagement, we commit to:**

- Respecting the Scout Law
- Expressing our opinions
- Timely response to emails (48 hours)
- Being 100% present at the meetings and engaged between meetings
- Declaring and acting upon conflicts of interest
- Motivating ourselves and each other to do our best
- Enjoying our work and being creative
- Committing to follow sustainable practices

### **When making decisions, we commit to:**

- Always involving all 27 members in the entire decision-making process except voting itself
- Look for consensus whenever possible
- Full transparency in our decision-making to stakeholders (NSOs and Regions), while preserving confidentiality as needed
- Honouring and respecting the integrity of decisions we have made collectively

### **We commit to continuous learning & improve-ment through:**

- Regular individual and team performance reviews in line with the World Adults in Scouting Policy and our Charter
- Using KPIs to track & monitor progress in our work
- Providing induction for incoming WSC Members
- Providing continuous learning opportunities at WSC meetings

# National Board Commitment Agreement

Formalising your commitment as leadership is the first step towards being an effective national board member. The national board exists to secure and promote the financial, legal and ethical well-being of the organisation and to ensure that it fulfills its mission. Following good governance principles, national board members are asked to sign a commitment agreement.

Its foundation is built on a series of personal goals and action plans which are then shared with other members of the national board. These goals should challenge you and others to put forth your best effort to become an effective leader for the organisation.

## [EXAMPLE]

As a member of the National Board of [name of NSO/NSA], I understand that I have a duty of care to always work in the best interests of the organisation, a duty of loyalty to put the good of the organisation first and avoid any conflicts of interest and a duty of obedience to be faithful to the central goals of the organisation and follow its governing documents.

Further to these commitments and responsibilities I,  
\_\_\_\_\_, hereby make the following commitment to work with all other National Board members in order to accomplish our association's goals:

1. Attend, fully prepare for, and participate in board meetings, general assembly meetings and special events.
2. Stay informed about what is going on in the organisation, asking questions and requesting information as needed. I will participate in and take responsibility for making decisions on issues, policies and other board matters.
3. Promote the mission and vision of the association.

4. Work to accomplish and implement the objectives and goals of the association's strategic plan.
5. Attend the National Board Induction Training.
6. Provide professional staff and volunteers supporting the Board with all the necessary oversight and assistance, and work collaboratively with staff and other board members as partners toward achievement of our goals.
7. Perform duties as described in the attached Role Description or as agreed with the Chairperson/President.
8. Actively participate in helping to develop resources for the organisation.
9. Strive to keep abreast of trends, issues, and current developments that may affect the organisation.
10. Exercise my authority as a board member only when acting in a meeting with the full board or when appointed by the board.
11. Represent the organisation in a positive and supportive manner at all times.
12. Strictly maintain the confidentiality of all privileged or sensitive information provided to me to safeguard the organisation's reputation and integrity, as well as the privacy rights of individuals and donors connected with the organisation and the Board. I accept this principle as one that should survive my period of board service.

I therefore declare that this commitment agreement will become effective on

\_\_\_\_\_

Accepted:

\_\_\_\_\_

(Signed)



**In return, I expect the organisation to be responsible to me in the following ways:**

1. Providing me with regular financial reports, analyses and updates on significant organisational and personnel activities.
2. Providing me with opportunities to discuss important organisational issues with the board chair and executive director as appropriate.
3. Offering me opportunities for professional development as a board member.
4. The staff and board members will respond in a straightforward fashion to questions that I feel are necessary to carry out my responsibilities to this organisation.
5. Board members and staff will work with me in good faith towards achievement of our goals.
6. If the organisation does not fulfill its commitments to me, I can call on the board chair to discuss the organisation's responsibilities.

## SECTION 2: CONTINUOUS IMPROVEMENT

The second chapter from this handbook concentrates on the national board's continuous and sustained improvement.

The national board members that are assigned (elected) to leadership positions to govern the NSO/NSA need to undergo an evaluation and assessment of their skills, understanding of the role and preparedness for it. Based on the outcomes, corrective/preventive actions need to be implemented. Ultimately, all lessons learned should be reviewed and discussed for progress.

Once the national board is aware of the potential for development (as individuals and as team), members should participate in training that will strengthen their capacities to perform their roles effectively and efficiently.

This is a prerequisite towards the national board's continuous improvement.

There are several key areas which national board members need in-depth understanding of:

- Understanding expectations from board members
- Assessment of the satisfaction and understanding of the role
- Assessment of their performance and
- Regularly reviewing and applying the integrity policies that are addressing their work (Conflict of Interest, Harassment, Appraisal, etc.)

The final goal is for the national board to operate as a team that continuously keeps track of its performance (individually and as a team), while making sure that each board member is included and provided an opportunity for development.

Continual improvement is an important culture to have in a national board. This also includes the ability to consider that activities may have to be adapted, and that mistakes may originate with the national board. Such self-criticism can be uncomfortable and counterintuitive. Therefore, it has to be balanced with creating confidence and purpose within the organisation. This commitment to acting on performance data and personal values can help strengthen a culture of continual improvement.

Members of the national board should demonstrate a sense of commitment to making the best possible contribution to the efforts of others, while also receiving personal feedback and performance data in equal stride.



### **National Board Conflict of Interest Policy**

Based on the experience of the World Scout Committee, the following document introduces a proposed Conflict of Interest Policy and Form for National Scout Organizations to use at their "National Board" Level.

It is important to be aware of the WOSM Quality Standard, the Global Support Assessment Tool or GSAT. This tool consisting of 10 dimensions allows NSO's and NSA's to conduct either a self-assessment, WOSM assessment or a third-party assessment conducted by auditors leading to certification. At least three of these dimensions directly link to integrity and governance of an NSO, to ensure national boards are achieving a high level of operational standards these should be regularly reviewed. You can find more information on the GSAT on [scout.org](https://scout.org)

This document is composed of three templates which can be used and adapted to the local context of a National Scout Organization:

- A Conflict of Interest Policy template
- A Conflict of Interest Form template
- A Conflict of Interest Record example

### **To implement this in your NSO, consider the following:**

- Choose a document which suits the requirements of the NSO using one of the templates referenced above.
- Implement the document with all members of the national board and ensure that everyone understands the reason for doing so and the importance of declaring any conflict of interest.
- Add conflicts of interest in the standing agenda for any meeting to ensure it is an active point of note in any national board meeting.



## About Conflict of Interest (Policy)

The purpose of a Conflict of Interest Policy is to prevent the institutional or personal interests of national board members from interfering with the performance of their duties, and to ensure that there is no personal, professional, or political gain at the expense of the National Scout Organization.

This policy is not designed to eliminate relationships and activities that may create a duality of interest, but to require the disclosure of any conflict of interest and the non-participation of any interested party in a decision relating thereto. A copy of this Conflict of Interest Policy shall be furnished to each national board member who is presently serving this organisation or who may become associated with it.

National board members have a responsibility to act in the best interests of the National Scout Organization as a whole above all other roles and responsibilities carried on by national board" members when making decisions.

If a decision is to be made where the national board members have personal or other interests, this is regarded as a conflict of interest and the national board member will not be able to comply with his or her responsibilities unless certain steps are followed.

In particular, a national board member has a conflict of interest if the national board is considering making a decision that would mean either:

- a national board member could benefit financially or otherwise from that decision, either directly or indirectly

**or**

- a national board member's duty to the National Scout Organization competes with a duty or loyalty through another appointment that the national board member has to another organisation, Scout committee, or individual.

Conflicts of Interest are common in voluntary, public and commercial dealings. Having a conflict of interest does not mean that a national board member has done something wrong or that he or she must always stand down from involvement in that decision.

However, a national board member needs to act with prudence to prevent conflicts of interest from interfering with the national board member's ability to make a decision only in the best interests of the National Scout Organization.

This process involves three steps - **Identify, Prevent, Record** - so that national board members are able to comply with their duties and avoid:

- making decisions that could be challenged or overturned on procedural grounds,
- risking the national board member or National Scout Organization's reputation, and
- having to deal with financial, legal or audit consequences.

## Step 1: Identifying a Conflict of Interest

National board members must declare a conflict of interest immediately when they become aware of any possibility that their personal or wider interests could influence their decision-making. A good guideline is: "If in doubt, declare it".

To remind national board members of their duties, the national board has a standard agenda item at the beginning of each meeting to allow members to declare any actual or potential conflict of interest.

The NSO keeps a register of declared interests, which is open to inspection. This is updated if national board members' circumstances change and when new members are appointed.

It is the personal responsibility of each national board member to declare a potential conflict of interest, either their own or in relation to another member at the point where it arises in the work of the national board or its sub-committees, task forces or working groups so that it may be dealt with.

## Step 2: Dealing with a Conflict of Interest

Once a conflict of interest is identified, the national board must prevent it from affecting decision-making by:

- finding an alternative way forward which remedies the conflict of interest or
- taking appropriate steps to manage the conflict, which will usually mean that the person affected does not take part in discussions or decisions regarding the issue.

It is important to declare a potential conflict of interest, even though a national board member may believe it is irrelevant or unimportant, to allow the national board to decide the consequences.

## Step 3: Recording a Conflict of Interest

The national board keeps a written record of each declared conflict of interest and how the national board dealt with it in the minutes of its meetings. This record must detail:

- what the conflict of interest was;
- which national board member or members were affected;
- whether any conflict of interest was declared in advance;
- the discussion surrounding the conflict of interest;
- whether anyone withdrew from the discussion; and
- how the national board member and other national board members made the decision in accordance with the National Scout Organization Constitution.

### Conflict of Interest Form Example

I have read, understood and agree to abide by the National Board Conflict of Interest Policy. To the best of my knowledge, I (circle one) have / do not have one or more conflicts as described in this Policy. If applicable, all known conflicts are noted below. I will give prompt notice of any additional conflict of interest as it arises.

1. Yes / No. I hold another Scouting position of leadership or authority at the national, regional (province/district) or local levels in the National Scout Organization.  
If yes, please provide details of your position and responsibilities:
2. Yes / No. I hold a position of leadership or authority at the World and/or Regional levels of WOSM. If yes, please provide details of your position and responsibilities:
3. Yes / No. I hold a position of leadership or authority at the World level. If yes, please provide details of your position and responsibilities:
4. Yes / No. I, a member of my family, a related party or other organisation that I control, offer services in exchange for paid remuneration to Scout Organizations or related activities at any level.  
If yes, please provide details of the services you provide to Scouting in exchange for paid remuneration:
5. Yes / No. An organisation that I control, offer services in exchange for paid remuneration to Scout Organizations or related activities at any level.  
If yes, please provide details of the services you provide to Scouting in exchange for paid remuneration:
6. Yes / No. I, or a member of my family, have other appointments or responsibilities, which may affect my ability to fulfil the roles and obligations as a national board member. If yes, please provide details of the appointments or responsibilities held by you:
7. (Any other aspect relevant to your National Organization you would like to declare).

Full Name

Date

.....

.....

Signature

.....

### Conflict of Interest Register of Declared Interests (Date)

National Board Member Name	Conflict of Interest					
	Question 1	Question 2	Question 3	Question 4	Question 5	Question 6
1						
2						
3						
...						

#### Tips for Avoiding Conflict of Interest

- Keep board composition diverse and board size adequate to encourage good discussion and to bring all points of view to the table. Don't allow a major conflict to dominate the board.
- Deal with the issue before it becomes an issue. Discuss potential conflicts and how the board should deal with them during the recruitment of new board members.
- For organisations with government or publicly mandated board positions, talk about conflict of interest with the authority responsible for choosing those board members.
- Familiarise board members with the duty of loyalty.
- Have a comprehensive conflict-of-interest policy in place and follow it.
- Require each board member to sign an annual disclosure form listing all financial, professional, and other relevant affiliations that might affect decision-making during the coming year.

## National Board Members Self-Evaluation

Based on the experience of the 2014-2017 World Scout Committee (WSC), the following document introduces a proposed self-evaluation for NSOs to use at National Level to evaluate their national board members' individual performance, to identify individual strengths and areas of improvement.

### Objective

In line with the Adults in Scouting Policy, once every year each member of the national board completes a questionnaire on their individual performance.

Based on this, the following self-evaluation form was developed to enable national board members to identify individual strengths and areas of improvement.

This self-evaluation is a formative assessment with the dual objective of encouraging self-reflection of all members of the national board and monitoring the quality of involvement in the national board work.

The Global Assessment Tool (GSAT) can also support a thorough review of these areas. Board members should consider the items in dimension 2 and 10 in particular which consider the governance framework and mandate of national boards as well as the continuous improvement and evaluation of the NSO including its national board.

### Guidelines

The self-evaluation form has 10 sections and includes 40 questions.

Tips before starting:

- Try to be as objective and honest as possible
- Avoid under/overestimating
- Keep the objective in mind
- Remember this is a development tool

**Duration:** 20min

### Grading System

Based on the nature of each question, one of the following two grading options will be proposed:

- |                |    |            |
|----------------|----|------------|
| • Limited      |    | • Never    |
| • Developing   |    | • Sometime |
| • Satisfactory | OR | • Often    |
| • Excellent    |    | • Always   |

## Process

1. Create a survey to be disseminated to all members, giving a reasonable time for completion.
2. Ensure confidentiality of the questionnaire by appointing a person in charge of collecting the information.
3. Consolidation of the results should then be shared with the Steering Committee for follow-up.

## Questionnaire

### VALUING DIVERSITY

1	I take into account the culture, values and assumptions of every member of the national board.	
2	I appreciate the benefits arising from the different perspectives that people bring to the team (for example: encourage everyone to speak, no judgement, opposing views should be respected).	
3	I listen actively (carefully to all points of view with an open mind, asking clarifying questions and summarising inputs).	
4	I use clear and simple language.	

### MAKING DECISIONS

5	In making decisions, I take values of the Movement and the Vision 2023 into account.	
6	I am able to take risks if necessary.	
7	I work to find alternatives that will benefit all when confronted with disagreements (look for consensus when possible).	
8	I keep and respect the integrity of national board decisions that have been made.	
9	I implement decisions and evaluate results.	
10	I support participation of other members in decision-making.	

## REGIONS AND NSOs/NSAs ORIENTATION

11	I promote unity, representing the bridge across the Movement (representing all (NSAs) rather than single Scout group or region).	
12	I seek to inspire and engage regions and NSOs/NSAs through my work.	
13	I actively seek information and feedback to understand local (NSAs) circumstances, problems, needs and expectations.	
14	I keep the focus on must-do(s) and emphasise reaching concrete and action-oriented results.	
9	I implement decisions and evaluate results.	
10	I support participation of other members in decision-making.	

## MANAGING LEARNING

15	I work towards my own personal development and self-improvement.	
16	I establish clear short-term goals and break them down into achievable tasks.	
17	I contribute to an atmosphere of trust within the national board.	
18	I openly accept criticism without being offended.	
19	I deal constructively with failures and mistakes.	
20	I am committed in evaluating and improving team processes and performance.	

## ENGAGEMENT

21	I express my own opinion at/between meetings..	
22	As per our Team Charter, I ensure timely responses to communication (emails, requests, reporting, etc.).	
23	As per our Team Charter, I am prepared for meetings and always aim for clear agreements and outcomes.	
24	I contribute to the facilitation of meetings with an open and participative attitude.	
25	I am committed to overall work and to my own tasks and responsibilities.	
26	I focus on achievement of collective results in comparison to a 'private' agenda.	

## INTEGRITY

27	I demonstrate honesty in communication, action and relationships.	
28	I 'walk the talk', practice what I preach, keep promises and fulfil commitments.	

## MANAGING CHANGE

29	I feel comfortable and demonstrate flexibility when faced with surprise or ambiguity.	
30	I demonstrate support for innovation and for the organisational change needed.	
31	I challenge the way that things have always been done and strive for a better way.	



## COACHING

32	I share contagious enthusiasm that promotes a positive attitude in others.	
33	I have clear expectations for my contribution to the team and set criteria for success.	
34	I delegate the right jobs to the right people and give them authority to fulfill their responsibilities appropriately.	

## CREATIVITY

35	I view problems and obstacles as opportunities for creative change.	
36	I empower others to find creative solutions to problems.	

**Additionally, take time and try to reflect on the following general questions:**

37	What do you admire the most about yourself?	
38	What would you like to stop doing?	
39	What would you like to start doing?	
40	What would you like to change from the actual situation?	

# NATIONAL BOARD MEETING REVIEW AND TEAM CHECK-UP

Based on the experience of the 2014-2017 World Scout Committee (WSC), the following document introduces a proposed evaluation form for NSOs to use at National Level to evaluate their national board meetings and teamwork.

## **Objective**

The original objective of this evaluation was to ensure the sustainability of the renewed working methods of the WSC by collecting the WSC members' perception of how they are performing, at each meeting, against their commitments that are captured in the WSC Team Charter. From an NSO perspective, this evaluation is particularly relevant as per the good practices promoted in WOSM's Quality Standard, GSAT, with emphasis on reviews, evaluation and implementation of corrective actions, all of which are prerequisites for continuous improvement (see GSAT Dimension 10).

## **Guidelines**

The evaluation is composed of two components, the 'National Board Meeting Review' and the 'Team Check-up'. The evaluation consists of 43 questions divided under 12 headers.

## **Grading System**

From 0 to 3 with

0: No/Never/Non-Compliant

1: Rarely/Unlikely/In accordance with few items

2: Most of the time/Often/In accordance with most items

3: Yes/Always/Full compliance

**Duration: 20 minutes**

### Process

- A. Create a survey (preferably online) that can be taken at appropriate times during the national board meeting.
- B. The survey should be taken by all national board members, executive team members and guests can be invited to take part of the process.
- C. The statistical results can then be presented to the whole group at the end of the evaluation session or at the end of the meeting and opened for discussion.
- D. An analysis of the results is then shared with the steering committee within two weeks after the national board meeting together with recommendations.
- E. The steering committee acts upon the results and shares the evaluation written summary with the whole national board.

### Questionnaire



## Part 1 - National Board Meeting Review

### ROLE IN MEETING

1. What role did you have in this national board meeting?

### GENERAL

2. I feel that the frequency of the national board meetings are appropriate.
3. I feel that there is dual accountability with the steering committee preparing the agenda and all national board members reading documents and arriving fully prepared.

### **PROGRESS OF THE MEETING**

4. I feel that the national board meeting was conducted efficiently and as per the agenda.
5. I feel that the agenda was relevant and complete.
6. I feel that all national board members respected that time was limited.
7. I feel that each member had the opportunity to express him/herself without restriction.
8. I feel that the meeting was dynamic, fun and practical.
9. I feel that the national board kept focus on must-do's and reaching concrete, customer focused and action-oriented results.
10. I feel that there was a strong link between the issues raised and Our Vision, Strategy, and Plan of Work.
11. How do you evaluate the attendance of the meeting?

### **DECISIONS**

12. I feel that all members of the national board were always involved in decision-making processes except voting itself.
13. I think decisions have been taken in full transparency.
14. I feel that consensus was reached when possible.
15. I feel that the integrity of the national board's decisions have been kept and respected.

### **MEETING FOLLOW-UP**

16. I feel that the minutes of the national board clearly reflect the discussions and decisions taken.
17. I feel that the national board ensures the follow-up of the on-going issues at every meeting (who does what between meetings).

### **LOGISTICS OF MEETING AND VENUE**

18. I feel that the support for travel arrangements was satisfactory.
19. I am happy with the timeliness and detail of background information provided about logistics and practicalities.
20. I was satisfied with the arrangements and choices for all of the meals during the meeting.
21. I am happy with the support provided (welcome, transfers, accommodation arrangements, social programmes, etc.)

22. Do you have any other comments/feedback you would like to share with us regarding logistics and practical arrangements? [open-box response]
23. I saw concrete actions being taken based on the feedback from last meeting's survey.
24. I believe that positive change will happen as a result of this survey.
25. Final comments. [open-box response]

## Part 2 - National Board Team Check-up

### **FUNCTIONS AND ACTIVITY OF THE NATIONAL BOARD**

26. I feel that the actual activity of the national board" complies with the task description defined in our National Constitution, By-laws, Act and/or Standing Orders. (0-3)

If respondent scores below 2, a dropdown list of all of the functions of the national board as outlined in the relevant document (Constitution, Bylaws, etc...) should appear, allowing the respondent to specify as follows:

*"As you scored the previous question lower than 2, please specify which national board functions (as defined in the relevant document page XX) you are referring to".*

### **NATIONAL BOARD AND TEAMS**

27. I feel that there is good teamwork and cooperation within the national board.
28. I feel that there is good teamwork and cooperation between its sub-structures.
29. I feel that = we work efficiently in my team to accomplish desired results. =
30. I feel that I am part of a team and the behaviour of the people I work with is consistent with our shared values.

### **NATIONAL OFFICE STAFF**

- 31. I have an overall understanding of what is happening at management level.
- 32. I feel that members of the national board trust the manner in which the operational management manages its tasks.

### **STRATEGY**

- 33. I feel that the national board is sufficiently involved in strategic decisions.
- 34. How would you assess the way the strategy is being acted upon by the national board?
- 35. I feel that the national board supervision of the implementation of the strategy is adequate.

### **COMMUNICATION**

I feel that, with regards to respect of the behaviours we commit to as per our Team Charter (change based on relevant internal documents):

- 36. There has been open and honest communication between members of the national board.
- 37. Clear and simple language has been used.
- 38. Tolerance of others has been practiced.
- 39. Members have not been judgmental.
- 40. Opposing views have been respected.
- 41. Paper communication has been reduced.
- 42. The use of new technologies has been encouraged.

### **AND FINALLY**

- 43. [Final Comment Box]

# MEMBERS OF COMMITTEES AND TASK FORCES REVIEW

The following document introduces a proposed evaluation form for NSOs to use at a National Level to evaluate their national board teamwork and the work of potential sub-committees and task forces that are responding to the national board. Accordingly, this document is intended for volunteer structures reporting to the board (but can be used for other committees).

## **Objective**

The objective of this review is to make sure that all members of task forces and committees are happy with their work, are properly informed, and have means to perform their assignments. From an NSO perspective, this evaluation is particularly relevant as per the good practices promoted in WOSM's Quality Standard, and GSAT emphasis on reviews, evaluation and implementation of corrective actions, all of which are prerequisites for continuous improvement (see GSAT Dimension 10 (1007)).

## **Guidelines**

The evaluation is composed of two components, the 'Satisfaction Survey' and the 'Self-Assessment'. The evaluation consists of 41 questions divided under 13 headers.

## **Grading System:**

From 0 to 3 with

- 0: No/ Never/ Non-Compliant
- 1: Rarely/ Unlikely/ In accordance with few items
- 2: Most of the time/ Often/ In accordance with most items
- 3: Yes/ Always/ Full compliance

**Duration:** 20 minutes



## Process

The recommendations targeted at members are given the following questionnaire once each year while they are serving and at the end of their term. This will provide opportunity to the national board to track the energy, satisfaction and performance across time and allow for coordination with assignments and operational circumstances. For a shorter term, this can be adapted for real time usage, and a review can be conducted at the start and end of their mandate.

- A. Create a survey (preferably online) that can be taken at appropriate times.
- B. The survey should be taken by all members of the task force or committee.
- C. The statistical results can then be presented to the whole group at the end of the evaluation session or meeting and opened for discussion.
- D. An analysis of the results is then shared with the national board within two weeks together with recommendations.
- E. The national board acts upon the results and shares the evaluation written summary with the whole task force.

## Questionnaire

### Contact Details

- First Name
- Last Name



- Committee – Working Group

## **Part 1 - Satisfaction Survey**

### **TEAM CHECK-UP**

Please rate how satisfied you are with:

1. Your contribution to your WSC sub team to date
2. Teamwork and cooperation within your WSC sub-team
3. The work efficiency in accomplishing desired tasks
4. Support provided by the appointed WSB support staff
5. Guidance provided by the WSC liaison / Chairperson of your sub-team

### **YOUR PERSONAL EXPECTATIONS**

Please rate how much has your initial expectations been fulfilled when it comes to:

6. The workload across the year
7. Your interest

### **FUNCTIONS AND ACTIVITY OF YOUR WSC SUB-TEAM**

Please rate how satisfied you are with:

8. The link between the work your group is doing and Vision 2023
9. Clarity of the objectives of your WSC sub-team
10. Clarity of the work planned by your WSC sub-team

### **COMMUNICATION**

Please rate how satisfied you are with:

11. Information flow and internal communication
12. Working methods and tools (use of adequate online tools toward efficiency)

## Part 2 - Self-Assessment

Please rate how much you agree with these statements in terms of describing your contribution to your team:

### MANAGING LEARNING

- 13. I constantly seek opportunities for self-development.
- 14. I establish clear short-term goals and break them down into achievable tasks.
- 15. I seek and accept feedback constructively.

### ENGAGEMENT

- 16. I am adequately prepared for the meetings I join.
- 17. I follow up in a timely manner on tasks given to me within the team.
- 18. I focus on achieving collective results in comparison to a 'private' agenda.
- 19. I take initiative to clarify my own responsibilities and accountabilities with others.
- 20. Do you wish to continue your involvement in this team?

### COMMITMENT TO QUALITY

- 21. I generate ideas for improvement.
- 22. I actively participate in implementing improvement initiatives.

### ADDITIONAL COMMENT(S)

How do you consider your team could improve?

What could you do to improve the team's contribution?

### WORKING AS PART OF A TEAM

Please rate how satisfied you are with:

- 23. Teamwork and cooperation within your team
- 24. Work of your team between meetings (if applicable)
- 25. Commitment of your team to deadlines
- 26. Support provided by the appointed WSB support staff

- 27. Guidance provided by the WSC liaison / Chairperson of your team

### **THE WORK OF YOUR TEAM**

Please rate how satisfied you are with:

- 28. The achievements of your team
- 29. The link between the work of your team and Vision 2023

### **YOUR PERSONAL EXPECTATIONS**

Please rate how your initial expectations have been fulfilled when it comes to:

- 30. Your interest
- 31. Your contribution
- 32. Your personal development

### **COMMUNICATION**

Please rate how satisfied you are with:

- 33. Information flow and internal communication
- 34. Working methods and tools (use of adequate online tools toward efficiency)

### **RECOMMENDATIONS**



Do you have any suggestions for improving the experience of future volunteers?

# BYLAWS AND POLICIES

The national board, in their work towards continuous improvement, has a role to set up frames on which the NSO will operate and be governed. The bylaws and policies are unique to an organisation, but should cover certain issues.

## General Bylaws

- ❑ Official name of the organisation
- ❑ Location of principal office
- ❑ Statement of purposes
- ❑ Limitations required for tax exemption, such as prohibitions against political campaign
- ❑ participation and inurement or private foundation provisions
- ❑ Procedure for amending the bylaws procedure for dissolving the organisation
- ❑ Disposition of assets upon dissolution

## Members Bylaws

- ❑ Qualifications for membership
- ❑ Admission procedures
- ❑ Dues obligations
- ❑ Classes of membership and their rights and privileges
- ❑ Notice required for membership meetings
- ❑ Quorum requirements
- ❑ Frequency of meetings and meeting procedures
- ❑ Circumstances under which members may be expelled
- ❑ Voting procedures

## National Board Bylaws

- ❑ Size of the board
- ❑ Terms of office and term limits
- ❑ Selection process
- ❑ Process for filling vacancies
- ❑ Frequency of meetings
- ❑ Quorum and voting requirements
- ❑ Meeting procedures
- ❑ Powers of the national board
- ❑ Other standing committees or a statement that allows the board to form them
- ❑ Circumstances under which board members may be removed
- ❑ Conflict-of-interest procedures

### **Officer Bylaws**

- ❑ Qualifications for holding office
- ❑ Duties of officers
- ❑ Process for selecting or appointing officers
- ❑ Terms and term limits
- ❑ Provision for a chief executive on the board
- ❑ Circumstances under which officers may be removed

### **Fiscal Matters Bylaws**

- ❑ Audit committee and audits for officers and directors
- ❑ Fiscal year of the corporation
- ❑ Indemnification and insurance

## **Policies**

An organisation needs to identify the policies necessary to direct its activities and decision-making. Here is a list of policies (grouped in categories), by no means exhaustive, that can prepare the organisation to function in a more effective and accountable manner.

### **Ethics and Accountability**

- ❑ Mission
- ❑ Vision
- ❑ Values
- ❑ Code of Ethics
- ❑ Conflict of Interest
- ❑ Diversity/Inclusiveness
- ❑ Confidentiality
- ❑ Whistleblower Protection
- ❑ Record Retention and Document Destruction

### **Role of the Board**

- ❑ Role of the Board
- ❑ Board Member Agreements
- ❑ Board Chair Job Descriptions
- ❑ Other Board Officer Job Descriptions
- ❑ Chief Executive
- ❑ Chief Executive Job Description
- ❑ Chief Executive Performance Evaluation
- ❑ Executive Compensation
- ❑ Executive Transition
- ❑ Emergency Succession

### **Finance and Investments**

- ❑ Budgeting
- ❑ Capital Expenditures
- ❑ Financial Controls
- ❑ Investments
- ❑ Reserves and Endowments
- ❑ Financial Audits
- ❑ Risk Management

### **Fundraising**

- ❑ Board Member Fundraising
- ❑ Donor Relations
- ❑ Gift Acceptance
- ❑ Sponsorships and Endorsements

### **Personnel**

- ❑ Responsibility for Human Resources
- ❑ Equal Employment Opportunity
- ❑ Nepotism
- ❑ Sexual Harassment
- ❑ Workplace Environment
- ❑ Substance Abuse Solicitation
- ❑ Electronic Communication
- ❑ Complaints
- ❑ Performance Review

### **Communications**

- ❑ Media Relations
- ❑ Crisis Communications
- ❑ Electronic Media
- ❑ Advocacy and Partnership

### **Committee Responsibilities**

- ❑ Governance Committee
- ❑ Financial Committees (Finance, Audit, and Investment)
- ❑ Development Committee
- ❑ Executive Committee
- ❑ Other Common Committees
- ❑ Advisory Councils
- ❑ Committee Chair Job Descriptions

# GSAT COMPLIANCE

The national board has a key role in disseminating good governance across the NSO. By practicing its leadership role, the national board should try to implement the best practices from good governance in its obligations and work.

Through the GSAT list segregated you can find the areas where the national board can contribute in practicing good governance in the NSO work. Major non-conformities (areas that are compulsory for compliance with the standard) are marked with red.

## GOVERNANCE FRAMEWORK

203	The NSO's National Board and General Assembly take decisions by a simple majority of votes cast, except for changes to the Constitution and Dissolution, which require a qualified majority.	
204!	There is a clear distinction of authority and responsibilities between the National Board and the Executive Team running the NSO operations. The CEO and any paid staff do not have voting rights on the National Board. <sup>a</sup>	
205	National Board members with voting rights are acting in a voluntary capacity and have no stakes in the day-to-day operations. In cases where a National Board member has a stake in the day-to-day operations, the concerned National Board member has declared and documented a potential conflict of interest.	
206	The composition of the National Board of the NSO reflects the diversity of its existing and potential members (such as gender, ethnicity, socio-economic background, disability, religion or beliefs, experience and competences). The National Board reflects regional representation and includes young people under 30.	
207	The NSO has defined and implemented the following procedure with regards to election and mandate of National Board members: (a) election procedure, (b) fixed term of office, (c) rotation of National Board members to prevent all from leaving at the same time, (d) removal of a National Board member, (e) re-election is limited, (f) co-optation (replacement or addition of members).	





208	The NSO has defined potential areas for conflict of interests (internal and external) for their National Board members. The latter have formally committed themselves to avoid such conflict of interests which could jeopardise the NSO's reputation. A dedicated "register of interests" is maintained and updated annually.	
209	The NSO has defined and implemented a provision regarding the minimum number of meetings the National Board conducts in a year. The frequency of these meetings must be compatible with the role of a National Board.	
210	The NSO has defined and enforced rules on National Board members' attendance.	
211	The NSO has defined and enforced rules on the minimum number of attendees that forms a quorum in order to proceed with a National Board meeting and make valid decisions for the organisation.	
212	The NSO has defined and enforced rules to avoid the concentration of votes in the hand of one member of the National Board and/or the General Assembly (i.e. through Proxy voting for absentees).	
213	Newcomers to the National Board of the NSO are provided with written guidance and training, and have formally acknowledged their role, responsibilities and legal obligations.	

## STRATEGIC FRAMEWORK

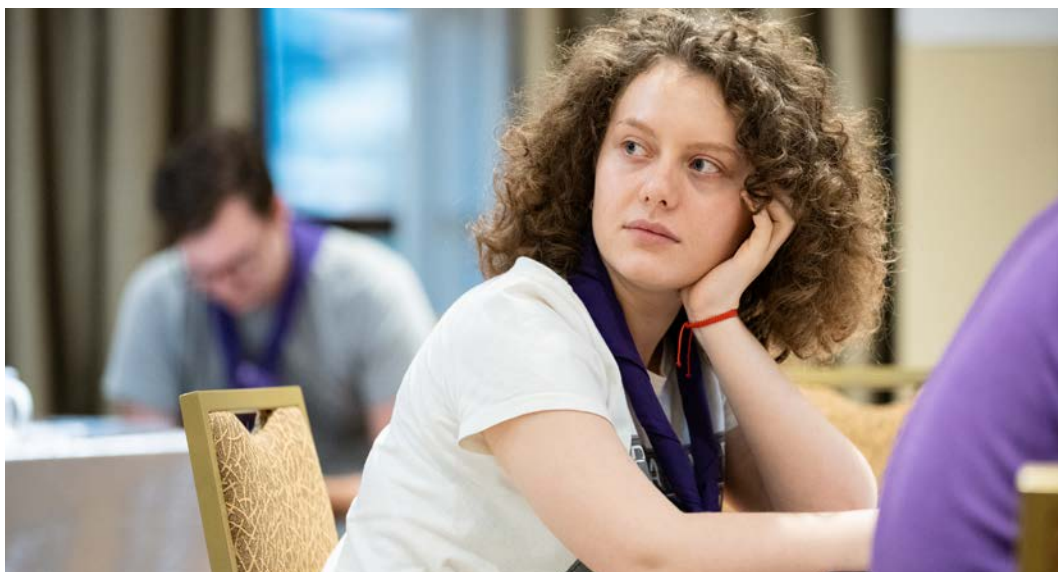
305	The NSO has identified/mapped its internal and external stakeholders, assessing the issues which are important to them. Results of this process are documented, regularly reviewed (every 3 years) and acted upon by the National Board.	
307	The NSO's National Board Committees and Task Forces or other appropriate bodies have been created in line with the strategic objectives. They have clearly defined Terms of Reference, conduct regular meetings and report on their work on a regular basis.	
310!	The NSO undertakes an identification and evaluation of its management risks (i.e. financial, conflict of interests, operational, funding, succession planning, reputational, etc.). Results of this process are documented, regularly updated (every year) and, whenever appropriate, acted upon by the National Board.	

## INTEGRITY MANAGEMENT

403	The NSO addresses ethics and compliance issues through induction and training to both newly hired staff and volunteers (including the National Board) appropriate to their position, as well as in periodic refresher programmes. Such training is fully recorded.	
404	The NSO has defined and implemented a system to enforce its agreed ethical norms and values at all levels of the organisation (i.e. National Board, management, professional staff and volunteers). Enforcement monitoring (covering rules and implementation procedures, compliance review, investigation and sanctions) is carried out regularly and is documented.	

## RESOURCES ALLOCATION AND FINANCIAL CONTROLS

704	The NSO operates on the basis of an annual (or possibly at longer intervals) budget, clearly linked to an operational plan, approved by the National Board or the General Assembly.	
707	The NSO has an internal financial audit committee appointed by the National Board and/or General Assembly that meet at least twice a year to review (a) the internal financial controls, (b) the audit programme of auditors, (c) the financial statements. They make recommendations to the Board on financial reporting. Whilst serving on the internal financial audit committee, no member can hold another office at the national level.	



## GROWTH POTENTIAL

905	The NSO has defined an approach to targeting and cultivating potential new National Board members from a non-Scouting background. This approach is focused on the specific skills relevant to the challenges faced by the organisation. As an outcome of this, the National Board includes member(s) from a non-Scouting background.	
-----	--	--

## CONTINUOUS IMPROVEMENT

1001	The NSO has defined and implemented a system to annually evaluate the effectiveness of its National Board in fulfilling its roles and responsibilities (e.g. group and/or individual self-assessment within the Board). Evaluation is based on the defined functions of the National Board members. Results are recorded and acted upon.	
1002	The National Board of the NSO has defined and implemented a system to annually evaluate the performance of its head of the executive (CEO, SG, etc.). Evaluation is based on the Role Description. Results are recorded and acted upon.	
1003	The National Board of the NSO has defined and implemented a system to annually evaluate the performance of each of its Committees and Task Forces. Evaluation is based on their Terms of Reference. If a National Board member is part of a Committee/ Task Force, he/she does not take part in the corresponding evaluation process. Results are recorded and acted upon.	

# GLOSSARY

**accountability:** A board's sense of responsibility, building of trust, and credibility with the public and constituents.

**advocacy:** Supporting and defending an organisation's message and/or its specific policy issues.

**agenda:** A list of issues to be discussed in a meeting, including order of business.

**audit:** An independent review of financial and/or legal transactions and activities of an organisation.

**board development:** A process of building effective boards and educating board members about their governance role.

**board member agreement:** A written commitment outlining board member expectations.

**chief executive:** The top staff position of a nonprofit organisation; common titles include CEO and executive director.

**charter:** The legal organisational document for a nonprofit; also known as the articles of incorporation or articles of organisation.

**conflict of interest:** A situation in which the personal or professional concerns of a board member or a staff member affect his or her ability to put the welfare of the organisation before personal benefit.

**consensus:** An agreement that all participants can accept by eliminating objections.

**dissolution:** The formal procedure by which an NSO ceases to operate or exist; it involves filing with the state and distribution of assets.

**duty of loyalty:** Responsibility to act at all times in the best interests of their organisation.

**fiduciary:** A person responsible for the oversight, administration, investment, or distribution of assets belonging to another person or to an organisation. The duties of the fiduciary are termed fiduciary responsibility.

**retreat:** A brainstorming or action-oriented meeting.

**risk register:** Tool for documenting risks, and actions to manage each risk.

**succession planning:** An ongoing, systematic process that creates an environment for chief executives to succeed and prepares a foundation for their successors.

**transparency:** A continuous flow of information from an organisation to the public about the organisation's mission, financial situation, and governance practices.

# RESOURCES



The Handbook of Nonprofit Governance, by BoardSource 2010

Board Inductions by Justice Connect, Melbourne [nfplaw@justiceconnect.org.au](mailto:nfplaw@justiceconnect.org.au).

Build a better board, Executive Service Corps of the Triangle (ESC)





# SCOUTS®

Creating a Better World

© World Scout Bureau Inc.  
Organisational Development  
February 2020

World Scout Bureau,  
Global Support Centre  
Kuala Lumpur

Suite 3, Level 17,  
Menara Sentral Vista, No 150  
Jalan Sultan Abdul Samad  
Brickfields, 50470  
Kuala Lumpur, MALAYSIA

Tel.: + 60 3 2276 9000  
Fax: + 60 3 2276 9089

[worldbureau@scout.org](mailto:worldbureau@scout.org)  
[scout.org](http://scout.org)

