



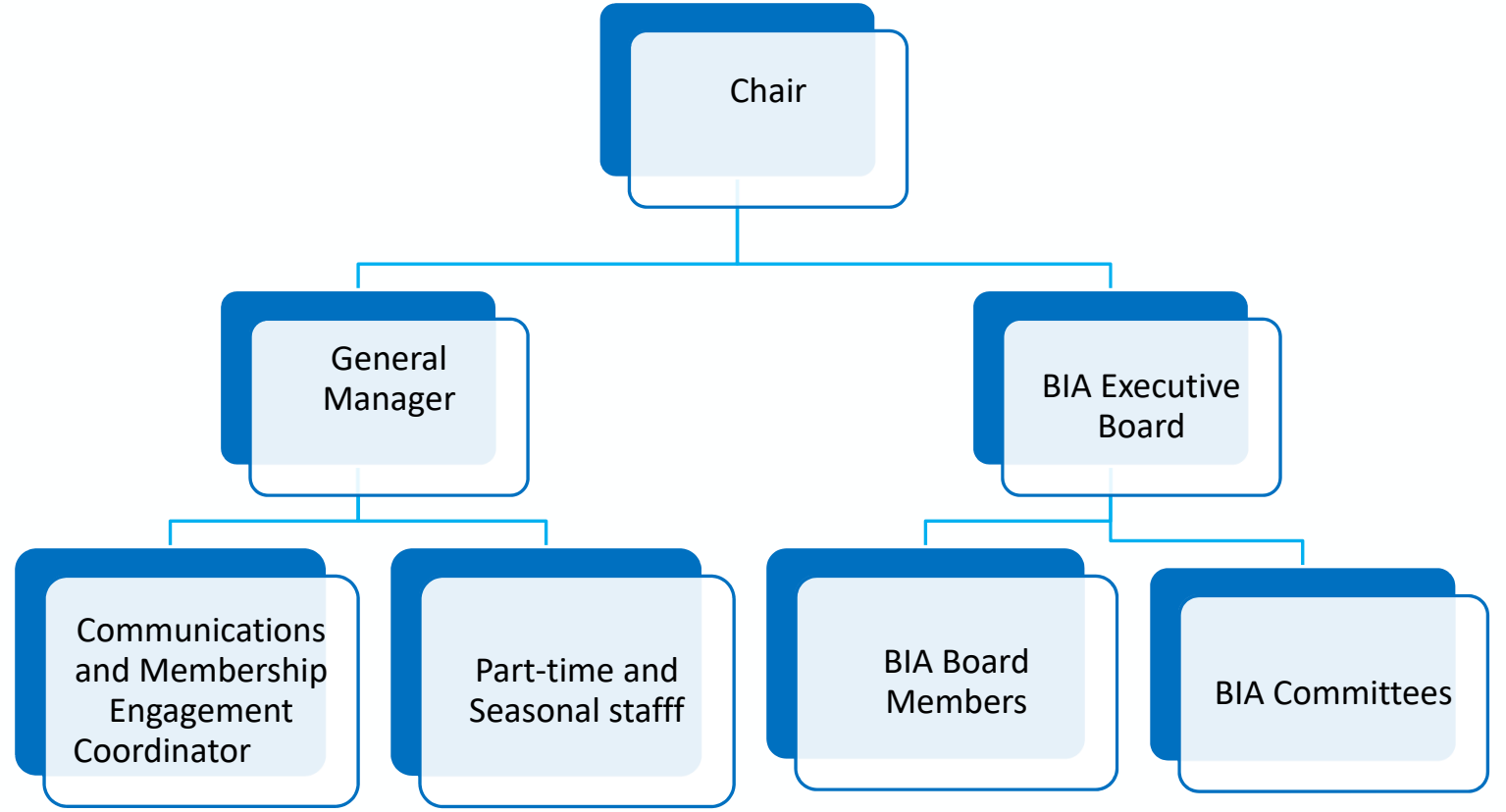
BIA National Conference 2018

Little project background

**Small committee members: Penny Skelton, Chair
Susan Nicholson, General Manager, Bradley Green, Past Chair
and Gayle Draper, Intentional Careers and Human Resources**

1. Job Task Analysis: GM, Summer Market and Maintenance
2. Job Descriptions: GM, Summer Market and Maintenance
3. Board Training goals, roles descriptions for Executive members

BIA Reporting Structure



Mission | Vision | Values

Collingwood Business Improvement Area (BIA) Mission is to create a revitalized community core through the following priorities:

- ⇒ Advocate on behalf of our membership;
- ⇒ Engage in planning and projects that promote our vision;
- ⇒ Communicate with the community and our members;
- ⇒ Support the development of new businesses;
- ⇒ Promote our members and the goods and services they provide;
- ⇒ Lobby for the safety and security of our patrons and members;
- ⇒ Plan for beautification and the creation of a unique experience.

Collingwood Business Improvement Area (BIA) Vision is a vital and prosperous Downtown that is the focal point of Collingwood.

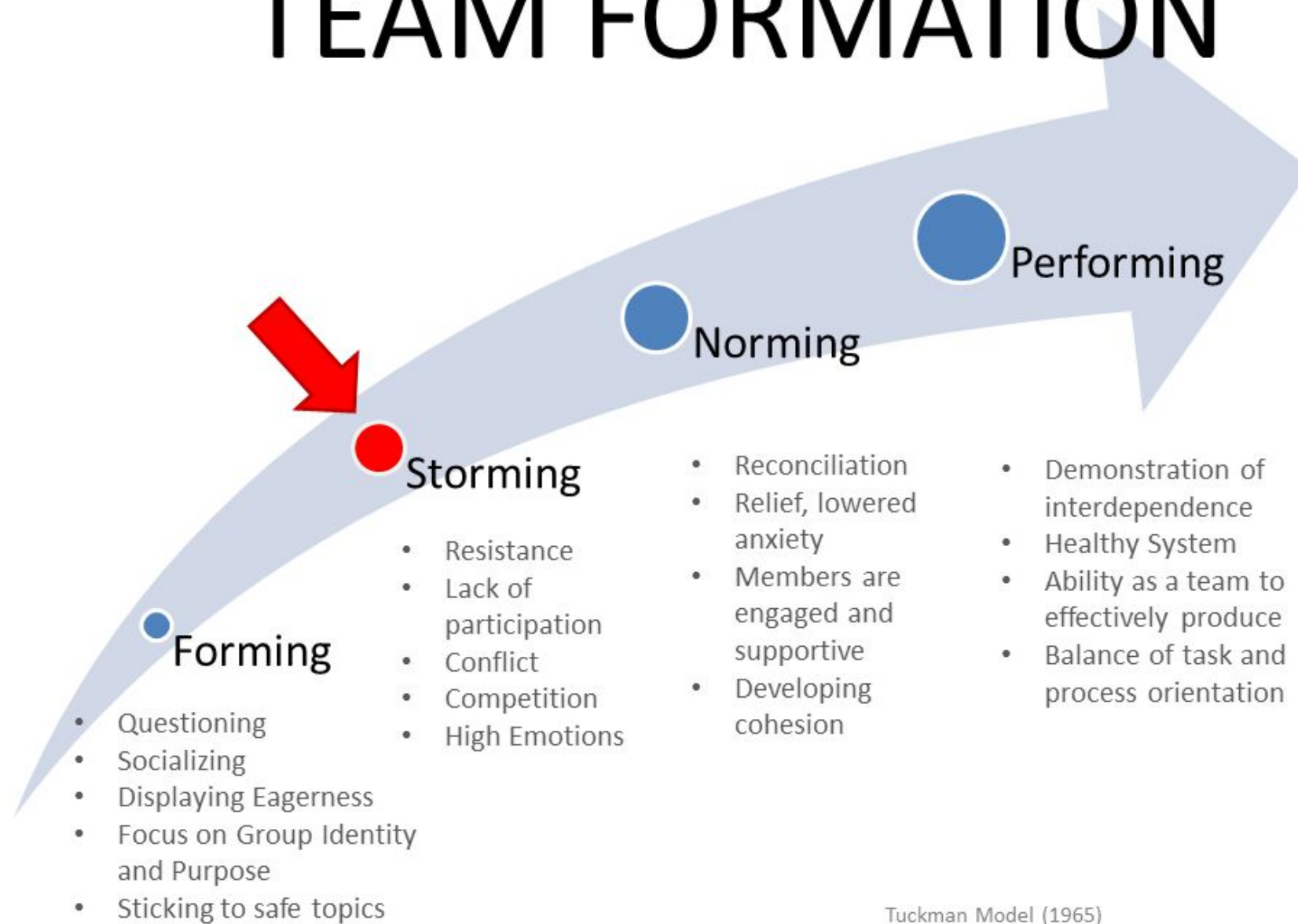
Collingwood Business Improvement Area (BIA) Values:

Integrity ◆ Leadership ◆ Professionalism ◆ Inclusion ◆ Opportunity

Challenges that can come with Change

- ✓ Choose your size, team, and leader
- ✓ Build a Strategic plan communicated to change partners
- ✓ Ensure consensus before beginning the change and along the journey of change
- ✓ Communicate consistently, focussing on the positive steps forward
- ✓ Give time for resistance to the change process and uncertainty.
- ✓ Educate yourself and your team on what challenges to expect with change in roles, responsibilities, awareness, and dynamics during transition
- ✓ Create SMARTEE goals to keep moving forward

TEAM FORMATION



Tuckman Model (1965)
"Developmental Sequence in small groups"

S
M
A
R
T
E
E
goals

Specific - Be clear about what you want to achieve, can you write it down in one or two sentences?

Measurable - How will you know when you have achieved your objective? Can you define a clear measurement for the goal?

Action-oriented - Your goal has to define something you can do to achieve it (You may also consider the skills you are gaining through completing this goal)

Realistic - Make sure your goal is achievable (and it should also be one that you are motivated to achieve)

Time-based - You also need to set the time frame for the objective, to know when you should complete the goal, particularly when your objective is to gain or improve a skill.

Environment - Your goal should realistically take into account the environment, your place of work, cultures, and your colleagues.

Excitement – Create buy in for your project with your board members, executive and staff.



Our project goals were focused on:

- 1. Job task analysis**
- 2. Job descriptions**
- 3. Board Roles**
- 4. Determination of employment lawyer relationship for development of employee contracts.**

Job Task Analysis

Why do we do it?





It is important that General Manager and Board Chair read employees' submissions to ensure a common understanding of the position.

The information provided in this questionnaire must not be used to evaluate the employee's performance, and comments should focus on job content, not individual performance.

"It is about the role not the person performing it."



Job Task Analysis Content

Education

Experience

Complexity of the role

Connections and types of contacts in role

Accountability

Who do you direct work for

Mental effort

Physical effort

Working conditions

Safety

**Awareness of BIA organizational Vision, Mission,
and Values**

Job Descriptions





Job Description Content

Job Purpose

Duties and Responsibilities

Knowledge, Skills, Abilities and Competencies

Preferred Qualifications

Years of Experience

Computer Skills

Communication Skills

Working Conditions

Environment

Hours of Work

Physical Requirements

Direct Reports



Board Roles

Executive Committee:

Chair - Vice Chair – Treasurer - Past Chair

Committee Roles:

Events and Activities

Marketing and Promotion

Beautification and Decorating

Communication and Member Services

Maintenance and Capital Expenditures

Administration and Member Services

Parking and By-Laws

Council Representative

Public Appointee

Future Planning



Content for Board Roles

Job Purpose

Duties and Responsibilities

Compliance with Board Ethical Standards

- **The duty of diligence to act in good faith and in the best interest of the organization.**
- **The duty of loyalty to place the interest of the organization first.**
- **The duty of management to act and make decisions in line with the governing policies and bylaws of the organization.**
- **The duty to conform to a Code of Conduct:**
- **The duty to acknowledge formal member competition:**

BOARD TRAINING PLANS

- Step 1: Perform a Training Needs Assessment
- Step 2: Keep Adult Learning Principles in Mind
- Step 3: Develop Learning Objectives
- Step 4: Research Training Material Options for Services
- Step 5: Create a Strategic Delivery and Leadership plan
- Step 6: Implement the Training
- Step 7: Evaluate the Training



Source good training product options for convenience and existing expertise from SME



**DALHOUSIE
UNIVERSITY**

Inspiring Minds

Board Self-Evaluation Questionnaire

A Tool for Improving the Governance Practices
of Non-Profit Organizations

Dalhousie University College of Continuing Education
© 2013 – Version III



Board Self - Evaluation Questions

- *How well has the board conducted itself*
- *Boards relationship with the Executive Director*
- *My Performance as a Board member*
- *Feedback of the Board Chair*

- *43 questions in these 5 top areas*
- *Rating scale of 1 – 5*

- *Plan to re-access when training completed*
- *How well has the board done its job*

- *This same questionnaire will be completed after the training plan is completed.*

Next steps:

- Decisions have been made for board training program provider, the initial self assessment completed and now our goals to be determined for spring roll out
- Implement hiring plans for new role determined through our project
- Employment Lawyer composing contracts for all staff positions



A big thank you to Penny Skelton, Bradley Green and Sue Nicholson for my opportunity to work on this project. I have learned a great deal about the BIA in our own town and all the way to the National level.