

Board and Executive Relations

BUILDERS EXCHANGE NETWORK MEETING
FEB, 2018



Board and Executive Relations:

What can you do to ensure a smooth working relationship and a minimum of stress.

- Board member Recruitment
- Chairperson Selection
- Appointments and Elections



Board and Executive Relations:

Orientation Process and what do you cover?

- Legal and fiduciary duties
 - Duty of care
 - **Duty of loyalty**
 - Duty of obedience



Board and Executive Relations:

Orientation Process and what do you cover?

- Structure, Mission, Goals
- Detailed discussion of Financial Affairs
- Insurance Coverage
- Their role within the organization
Noses in – Fingers out.
- How the Board makes decisions.
- Evaluation of CSO
- Board Evaluation



Board and Executive Relations:

- Board Job Descriptions
- Strategic Planning
Board retreats
- Skills Matrix:
Board member
competencies?
- Building a good
relationship with your
Chair.



Recruitment of Board Members

- Keep List of Potential Board Members
 - Your people
 - Suggestions from other BOD members
- Ask Around – Reference Check
- Best if There is Already a Relationship
- Informally Interview
 - Find out their level of interest
 - Answer any questions

Recruitment of Board Members

On-Boarding

- Have a One-on-One Intro Meeting
 - Go over the financials
 - Bring up to speed on issues
 - Talk more specifically about expectations
- All About Relationships
 - Make sure to introduce the new member to others
- KEEP ENGAGED

Board Expectations

- Serve your full term.
- Attend all board meetings.
- Model best practices of volunteer leadership.
- Do your homework.
- Be prepared.
- Actively participate in the discussions.
- Confidentiality is needed.
- Let us know what is most important to you.
- Promote ECA.
- Serve on a committee.
- Think strategically, and leave the operational and administrative details to your paid staff.
- Expect ECA to keep you informed.



Eastern Contractors Association, Inc.
Board Service Expectations

Eastern Contractors Association, Inc. Board service is a privilege and a commitment. As a board member, it is your responsibility to always act in the best interests of the membership and the industry we represent. ECA is a trade association of general contractors, subcontractors, suppliers, and service firms engaged in commercial, industrial, and institutional construction throughout eastern New York. Volunteer leaders are responsible for the direction of the organization and the industry, profession or constituents that it represents. The board sets and thinks strategically, setting goals and strategies for the future. Leaders should maintain focus on mission and vision and avoid micromanagement of the organization. Paid staff is responsible for the administration of the organization. Staff act as partners to the board, advancing the goals and strategies, while taking care of the daily administrative needs unique to not-for-profit organizations. As a member of the board of directors, your peers expect you to deliver your best effort and to make your time on the ECA board a personal priority. This document was developed by members of the current Board of Directors.

Following are our expectations:

Serve your full term.
Attend all board meetings.
Model best practices of volunteer leadership.
ECA Board members are elected for a three-year term. Plan on serving out your full term. There are generally five evening board meetings per year. Be a role model by upholding the highest standards of volunteer leadership including strict compliance with ECA policies.

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Do your homework.
Be prepared.
You are expected to have reviewed the board workbooks in advance and to be prepared to discuss the agenda items. Unless otherwise specified, these matters are confidential to ECA and should not be distributed. Our board meetings move rapidly and will not afford you an opportunity to easily "catch up" while

discussion is moving forward. Become familiar with our issues prior to walking into the meeting.

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Actively participate in the discussions.
Don't just sit back and listen. State your position. You have been selected to represent the industry's long-term interests. Ask probing questions, disagree with others where necessary, voice opinions and advocate your position. However, after a decision has been made by the board, it is your duty to support the consensus position, even if you personally did not vote to support it. The ECA Board of Directors speaks with one collective voice. Do not publicly undermine or question board decisions that you personally don't concur with. You have this responsibility to both the board as a whole and to your colleagues and peers who also volunteer their time, money and best effort.

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Confidentiality is needed.
Unless information is specifically agreed to be disseminated to a broader group, you are expected to hold confidential within the Board all discussions and deliberations that may occur in the process of arriving at decisions. Information discussed while the Board of Directors is in session is deemed confidential information. You should consider all matters that are received and reviewed by the Board of Directors to be confidential information, including verbal discussions, letters, all financial and other reports, emails, evaluations, surveys, or any other type of communication.

BOARD LEGAL DUTIES

Duty of Care requires leaders to use reasonable care and good judgment in making their decisions on behalf of the interests of the organization.

Duty of Loyalty requires leaders to be faithful to the organization, avoiding conflicts of interest.

Duty of Obedience requires leaders to comply with governing documents (i.e. bylaws, articles of incorporation, policies, etc.)

Strategic Planning/Board Retreats

- **What is the Purpose?**
 - Strategic Plan
 - Update
 - Excuse to get away
- **What Have You Done in the Past?**
 - First Time?
 - Are you updating a past plan?

Strategic Planning/Board Retreats

- **Who Goes?**
 - Executive Committee or Full board
 - Depends on the answers to some of the above
- **Where?**
 - Stay Local
 - Get out of Town
 - What is Budget

Objectives Of the Strategic Planning Session

- To evaluate ECA's current programs, membership, finances and organizational structure
- To identify key focus areas (ie: membership development, financial structure, long term issues, etc.)
- To identify ECA's strengths, weaknesses, opportunities and threats
- To discuss market conditions and environment for construction in general and Union contracting in particular
- To discuss legislative and regulatory developments
- To identify and discuss assumptions regarding ECA
- To formulate the objectives and goals of the organization for the present and future
- To create a mission statement for ECA
- To put a plan in place to implement results of planning sessions

What to Expect from the Facilitator

- Conduct telephone interviews with 2-3 ECA representatives
- Conduct an online planning survey of the ECA Board of Directors
- Review of any relevant background information and materials
- Design of the planning retreat agenda
- Facilitate the two day planning sessions
- Document the meeting deliberations and decisions
- Conduct a feedback and evaluation survey of participants following the meeting

Materials for Strategic Planning/Board Retreats

- **1. Session Information**
 - Agenda
 - Participants
 - Property Map
- **2. Review of Past Strategic Plan**
 - Scorecard
 - Past Strategic Plan Summary
- **3. Board Survey Summary**
 - Survey Results

Materials for Strategic Planning/Board Retreats

- **4. Membership Trends**
 - Overall Membership Trends
 - Membership Sponsors
 - ECA Membership by Category
- **5. Planroom**
 - Electronic Planroom Upgrades and Pre-Bid Service
 - Planroom Usage
 - Projects in the Planroom

Materials for Strategic Planning/Board Retreats

- **6. Finances**
 - Income vs. Expenses
 - Income Trends
 - Year-by-Year Breakdown
 - CIAP Hours by Trade
- **7. Programs and Activities**
 - Event Attendance
 - Social and Networking Events
 - Training and Education
 - Scholarship
 - Services

Materials for Strategic Planning/Board Retreats

- **8. Staff/Board Info. & ECA Background**
 - Org Chart
 - Board of Directors
 - Board expectations
 - Policies
 - General ECA Info.
 - History of ECA
 - By-Laws

Board and Executive Relations:

- Trends....
 - Smaller Boards, Independent directors
 - Longer terms for Board Chairs
 - Fewer Committees
 - Consent Agendas



