

## **NAPO Board Processes – Quick Start Guide**

### **2019-2020**

*An overview of NAPO Board of Directors' processes and a guide for Board Members in understanding their responsibilities.*

#### Leader Vision

#### **BOARD AS LEADERS**

NAPO Bylaws state that the Board is responsible for the supervision, control and direction of the affairs of the association.

- The Board of Directors strives to operate at its highest strategic level in order to uphold the mission and goals of the association.
- To govern most effectively and to ensure the best representation of NAPO and NAPO members in the Board room:
  - Members of The Board of Directors shall work to build and maintain connections and relationships with members and volunteer leaders.
  - Members of the Board of Directors shall keep their pulse on the association and industry trends via member and prospective member contact, review of social media sites and member communities, and review of relevant publications.
- The Board of Directors shall provide proper oversight to the association yet empower the HQ Team to execute the vision and goals established by the NAPO Board.

#### **COMMITTEE VOLUNTEERS AS LEADERS**

- NAPO volunteers serve as advocates of the strategic direction set by the Board of Directors by leading their teams to implement deliverables and priorities in order to uphold the mission and goals of the association.
- NAPO volunteers consider the opportunity to serve at the volunteer level as an honor and privilege. The Board of Directors and HQ Team shall strive to ensure that volunteer opportunities are worthwhile, constructive and enhance professional growth.
- NAPO leaders tell us that tangible benefits received from their NAPO volunteering include: networking opportunities, collaborative relationships, leadership development, and enhanced knowledge of business practices that support both NAPO and the volunteer's business.
- NAPO volunteer opportunities provide members with meaningful ways to contribute to the advancement of our association and profession.
- Volunteer service on national committees is a direct pipeline to future Board leadership.

#### **NAPO HQ TEAM AS LEADERS**

- The HQ Team's role is to implement initiatives and establish procedures and processes to execute on the board assigned goals and objectives. It is their responsibility to run NAPO as a business; balancing fiscal health, product delivery, management of human resources and the association's growth and development.
- The HQ Team Liaison supports and advises Committee Chairs on the implementation and delivery of committee projects.

- The HQ team functions at the project management level, utilizing the skills and work of volunteers to carry out appropriate activities and tasks.

## Leader Responsibilities

### BOARD MEMBER RESPONSIBILITIES

- Upholds the mission of the association
- Actively participates in Board of Directors' meetings
- Maintains knowledge of current strategic priorities and initiatives
- Contributes to work teams and projects
- Monitors future trends
- Assesses monthly metrics
- Oversees committee processes and procedures to ensure alignment with NAPO policies and other procedures
- Identifies, develops, trains, mentors, and engages current and future leaders
- Acts as Board Liaison to assigned committees (or task forces, councils and commissions):
  - Drives Committee Strategic Planning with Committee Chair:
    - works in concert with the Committee Chair and HQ Team Liaison to develop annual committee objectives that support NAPO's annual Strategic Plan
    - develops annual and quarterly deliverables that support the Committee Charter and Strategic Plan
    - ensures that committee priorities advances NAPO's mission and Strategic Plan
  - Coaches Committee Chairs:
    - acts as adviser, supporter and mentor to committee chairs
    - provides relevant feedback to the committee chair
    - empowers leaders to do the work they've been appointed to do
    - informs and advises about committee budget
    - helps with issues before they turn into problems
    - mentors committee chairs in the writing of quarterly Committee reports, RFAs and RFDs
  - Represents the Board to Committee Chairs:
    - provides information and perspective to the committee chairs
    - liaises on relevant issues
    - provides updates and shares relevant decisions and related information with Committee Chairs after each Board meeting
  - Represents the Committee to the Board:
    - represents the Committee's objectives, goals, actions, accomplishments, opinions, risks and challenges to the Board
    - reviews and comments on quarterly Committee reports
    - is knowledgeable enough about committee affairs to represent the committee in the Board room.
    - encourages collaboration between other liaisons and committee chairs

## HQ TEAM LIAISON RESPONSIBILITIES

- Implements the vision, goals and objectives of the Board
- Guides Committee Chairs and Task Force Leaders in reaching their goals as effectively as possible
- Communicates with Committee Chairs, keeping Chairs informed with updates and changes
- Leverages the strengths of qualified and skilled volunteer leaders while supporting those leaders in need of more training and experience
- Maintains a commitment to understanding association resources in relation to both long-term and short-term strategic objectives

## COMMITTEE CHAIR RESPONSIBILITIES

- Leads the committee on fulfilling the committee charter, strategic initiatives for the year, and ongoing deliverables
- Mentors committee members to help them develop leadership skills
- Communicates with both HQ Team and Board liaisons on a regular basis
- Addresses issues with HQ Team and/or Board liaisons prior to them becoming problems
- Seeks to understand budget implications of their committee's projects and programs
- Represents the committee's interests and desires to the Board Liaison and in other relevant capacities
- Communicates the Board's strategic initiatives to the committee members and other member communities as necessary
- Models the association's core values of professionalism, respect, accountability and transparency
- Identifies and grooms candidates for future chair service

## Board Structure

### REPORTING RELATIONSHIPS

- HQ Team reports to Executive Director.
- The Board reports to the President.
- The Board communicates regularly with the Executive Director.
- The Executive Director and President work collaboratively.
- Committee Chairs collaborate with and report to their Board Liaison and HQ Team Liaison on a regular basis and communicate as needed with the President and Executive Director.
- In the case of a Board Member or Committee Chair resignation, the individual must submit a written resignation to the President.
- Board Teams can be utilized to oversee special collaborate projects (i.e. Member Relations Team, Professional Development Team, Mar-Com/Tech Team, and Governance/Management Team).

### COMMITTEES, TASK FORCES, COUNCILS AND COMMISSIONS

- Committee: A work group appointed or selected to perform a function. Most committees are ongoing, as they have no fixed end point.
- Task Force: A group formed to work on a single defined task or activity with a defined final execution or decision date for project completion. Upon completion, the task force is disbanded.

- Council: A group of individuals designated to act in an advisory, administrative, or legislative capacity but are not established as a committee.
- Commission: A group of people who have been formally chosen and given the authority to perform a particular function.

## Board Reporting Processes

### POLICIES AND PROCEDURES

- Policies lay out the rules under which NAPO operates. Changes to policy are Board driven via the Request for Action (RFA) process.
- Procedures define instructions necessary to complete specific tasks. Changes to procedures occur at the committee level and HQ Team level
- No individual Board member can make a change to rules, procedures, policies or processes without following prescribed process.
- Procedures and processes are found in the POINT community of the specific committee. These are updated annually by each Committee chair.

### REQUESTS FOR ACTION (RFA)

- The RFA is utilized to change policy or strategic direction, or to get approval for a specific action.
- The RFA can be submitted by Committee Chair, Board Member or HQ Team Member.
- Prior to putting forth the RFA, writers should ensure the following:
  - Proposed motion aligns with NAPO bylaws and other existing policies.
  - No legal constraints exist.
  - Precedent for past action is considered.
- RFAs shall be submitted to the President, by the given deadline to be reviewed and considered for the Board Meeting Agenda.
- See Request For Action (RFA) form and New Initiative Project Planning Process worksheet.

### REQUEST FOR DISCUSSION (RFD)

- RFD is utilized to bring complex topics to the Board to gather information. Discussion could result in a decision to moving forward with further action, a decision to retire or table an initiative, or with development of an RFA.
- A RFD can be submitted by Committee Chair, Board Member or HQ Team Member.
- RFDs shall be submitted to the President by the given deadline to be reviewed and considered for the Board Meeting Agenda.
- See for Request For Discussion (RFD) form and New Initiative Project Planning Process worksheet.

### COMMITTEE REPORTS (TASK FORCES, COUNCILS & COMMISSIONS)

- Committee reports keep board members and committee chairs abreast of committee action in order to build collaboration and awareness.
  - Include annual objectives, deliverables and progress.
  - Highlight accomplishments, challenges and next steps.
  - Ensure that challenges are presented in a constructive and respectful manner.

Are submitted via a shared Google Document; the Board Liaison and HQ Team Liaison review and edit as needed. The final report is included in the Board Book.

- Are due prior to the summer (June/July), fall (September) and winter (January/February) board meetings.
- Committee Report ([link to google doc](#))

## Association Metrics

### KEY PERFORMANCE INDICATORS

- HQ Team posts monthly data on all areas of operations via POINT by the 10<sup>th</sup> of each month
- HQ Team provides monthly financial statements via POINT by the 28<sup>th</sup> of each month. Financial statements are reviewed by the Finance and Audit committee and approved at each board meeting.

### STRATEGIC INITIATIVES UPDATES

- The Executive Director and NAPO Board members will provide monthly status updates on the Strategic Initiatives worksheet in the POINT Board community.

## Meeting Process

### BOARD MEETING AGENDA

- The Board Meeting Agenda is presented 7-10 days prior to the Board meeting. Included is a Board Book with RFAs, RFDs, and other pertinent documentation for the meeting.
- At the commencement of the Board meeting the President will ask for any additions or changes to the Meeting Agenda (example: pulling a report from the Consent Agenda.)

### MEETING FORMAT

1. Call to Order
2. Review of Code of Conduct, Confidentiality, Conflict of Interest and Antitrust Policy
3. Good News/Sharing
4. Approval of Agenda
5. Treasurer's Report
6. Strategic Discussion:
  - a. RFD
  - b. RFA
7. Operational Discussion:
  - a. RFD
  - b. RFA
8. Consent Agenda:
  - a. President's Reports
  - b. Affiliate Conference Reports
  - c. Chapter Visit Reports
  - d. Committee Reports/Task Force Reports
9. Unfinished Business
10. New Business
11. For the Good of the Order/Environmental Scanning Reports
12. Adjournment

## CONSENT AGENDA (FROM ROBERTS RULES)

- The consent agenda allows members to vote on a group of items all together as one item without discussion.
- The consent agenda is used for noncontroversial business that is standard and understood.
- Consent agenda items that are deemed necessary for discussion will be identified and extracted from the consent agenda during the agenda approval process.
- The Chair calls for adoption of the consent agenda in one vote.
- Items extracted from the consent agenda are added to the New Business agenda.

## MEETING MINUTES

- The Secretary and HQ provide draft minutes for board vote.
- HQ posts corrected and/or approved minutes to the POINT board community.
- The Secretary and HQ update the Decision Log based on meeting minutes.
- HQ updates Policy Manual as appropriate.

## Annual Partnership Development Process

- Each year the following partnership surveys will be issued by the HQ Team:
  - Board evaluate HQ Team.
  - HQ Team evaluates NAPO Leadership.
  - Space for self-reflection is included.

## Assignments/Transition

- Board Liaison, Committee Chair/Co-Chair, Task Force, Council, Commission, and Presidential Appointment assignments are made by the upcoming term's President prior to start of Board Term.
- Outgoing Board Liaisons and the HQ Team Liaison should provide Chairs and Incoming Board Liaisons all necessary documents.
- Incoming Board Liaisons should ask Committee Chairs and outgoing Liaisons for guiding documents of the committee (Policies, Processes and Procedures), historical perspective and lessons learned.
- Incoming Board members will attend the annual Board Orientation and should expect to have regular transition calls with Board Leadership, HQ Team, and Committee Chairs.

## Board Orientation

- Scheduled annually either as a webinar or at conference.
- New and continuing Board members are expected to attend and participate.
- Topics covered include:
  - Overview of nonprofit governance
  - Outline of NAPO and Board operations and processes
  - Discussion of responsibilities and expectations of Board members
  - Review of financial, metrics and dashboard data

## Board Responsibilities at Conference

- Prior to each conference the HQ team will provide a schedule to the Board of Directors identifying times and areas of responsibility including:
  - Required and optional meetings
  - Photo times and opportunities
  - On-stage times and opportunities
  - Strategic connection targets
  - Key message points

## Chapter Visits

- The overarching purpose of the chapter visits is to connect NAPO to our chapters. The presentation:
  - Provides insight into how NAPO works
  - Explains the relationship between NAPO and the chapters
  - Describes ways to leverage NAPO membership and grow business
- The CRC Co-Chairs schedule chapter visits on an every three-year basis.
- The President assigns chapter visit responsibilities to members of the Board of Directors in conjunction with the budget allocation and Board member experience and availability.
- There is a Chapter Visit Presentation template in the POINT Board Community. This can be individualized by the Board member and should include your personal information, chapter logo and ideally, chapter photos.
- Visiting Board members schedule, with the Chapter President, specific dates for the assigned chapter visit(s).
- Visiting Board members are to talk with Chapter Relations Committee Co-chair(s) prior to visit to:
  - Determine general health of chapter
  - Be made aware of any challenges or struggles
  - Determine level of participation on CRC calls and Point communities
- Visiting Board members submit Chapter Visit Report to NAPO HQ Executive Director and Operations Manager, copy Chapter Relations Committee Co-chair(s), and post in Board POINT Community within one week of the visit.
- Chapter visit expenses are submitted by the board member to AH for reimbursement.
- Board Members conducting the visit administer evaluation/survey and include the results in the Chapter Visit Report that is submitted and shared at the following Board Meeting.

## Leadership Development and Elections Process

- April – Identify leadership development opportunities at Annual Conference
- June – Discuss leadership candidates and share with Nominations/Leadership Development Committee Chair
- September - Committee reviews volunteer pipeline for prospective candidates that meet the eligibility requirement and reaches out to urge them to participate in the nominations process.
- October
  - Call for Nominations

- Committee assesses leadership pipeline status and solicits nominations for Board of Directors' candidates from eligible NAPO members
- November – Nominee applications due
- December
  - Nominees interview conducted
  - Proposed slate of candidates approved by Board of Directors
- January
  - Ballot distributed to membership
  - Election results announced
  - Committee contacts future possible Board members to discuss interest in serving as a National Committee Chair or on a National Committee
- February –Ongoing –Review and identification of NAPO volunteers to be referred where there is a need.

### Strategic Planning

- Each year at the Strategic Planning session the Board is charged with identifying strategic direction and initiatives for the following year.
- Approximately every five years the Board is charged with reviewing and updating the Association's long-range strategic plan and priorities

### Board Member Benefits

- Development of new and/or polishing existing leadership skills and public speaking skills
- Reimbursement of out-of-pocket business expenses directly associated with board service (see below for NAPO Reimbursement Form)
- Complimentary attendance of NAPO courses, including those that provide Continuing Education Units (CEUs)
- Complimentary Conference Registration
- Being an ambassador for the "Voice of NAPO" in the media, to our sister organizations, and to our members
- Networking with leaders within NAPO and across our industry
- Identifying and mentoring future NAPO leaders
- Opportunities to contribute to the advancement of both NAPO and our industry

### Expectations of NAPO Board of Directors

We are each other's clients, and we put forth our best effort, as we do with our clients. Our performance on the Board, both individually and collectively, determines our reputation and our success. To do that, we must meet certain expectations.

Be your best self

- Meet your commitments on time, fully and to the best of your ability.
- If you have a rough patch, please let others know immediately that you may need support or help.



### Set a good example

- Be on time/early to meetings and stay for the whole meeting. We model what we expect for all our leaders and each other.
- Give ample advance notice if there is reason you can't attend. You are responsible for your report, etc.
- Be prepared for all meetings.
- Speak positively and truthfully about NAPO.
- Know your role and responsibilities and meet them.

### Take ownership and responsibility

- Treat NAPO as you would your own business.
- Do what needs to be done or find the right person to do it and make sure it was done properly.

### Take initiative

- If you see a problem, potential problem or opportunity, step up and solve it or collaborate with your colleagues to solve it.
- Get the right people involved or connect the right people.
- Use your leadership position as a way to learn new skills in communication and collaboration.

### Be responsive

- Be prompt in responding to emails.
- Respond with "I'll do this by \_\_\_\_\_," or "I am thinking this through and will be back to you by \_\_\_\_."

### Communicate

- Ask questions only after you have tried to find the answer yourself.
- Make it easy for others to help or answer.
- Respond to all emails within a 48-hour period, scanning daily for critical information.
- Alert the team and HQ when you are away and unavailable by email, by posting on the Board POINT community.
- Take action if your name is in the TO field of an email. If your name is in the CC field, it is an FYI and action is usually unnecessary.

### Leave the position better than you found it

- Think of ways to use your position to share leadership skills and help committee chairs improve their leadership skills.
- Create and maintain a mini operations handbook with key dates for your committees.
- Give the incoming person all the files, etc. they need to operate effectively.
- Offer to help a new person and be an ongoing resource.

## Board Calendar/Events

### JANUARY/FEBRUARY:

- Board Election
- Board Election results announced
- AH Partnership Survey
- Board Meeting

### MARCH/APRIL:

- Board Meeting (typically in conjunction with annual conference)
- Board Orientation
- Annual NAPO Conference with Leadership Training
- Upcoming term's President solidifies team for next Board term
- End of 2<sup>nd</sup> Quarter for NAPO Fiscal Year
- Volunteer Leaders call

### MAY:

- Incoming Board Member Transition May 15

### JUNE:

- Board Strategic Planning Meeting with Board Meeting (in person)
- Chapter visit assignments
- End of 3<sup>rd</sup> Quarter NAPO Fiscal Year

### JULY/AUGUST:

- Committee Request for Budget Solicited
- Committee Strategic Objectives and Deliverables Developed
- AH Management discussion

### SEPTEMBER

- Board Meeting with Budget Approval (in person)
- End of 4<sup>th</sup> Quarter NAPO Fiscal Year

### OCTOBER

- NAPO Board of Directors Call for Nominations
- Beginning of 1<sup>st</sup> Quarter NAPO Fiscal Year

### NOVEMBER

- Fiscal Year Audit (October 1 to September 30)

### DECEMBER

- End of 1<sup>st</sup> Quarter NAPO Fiscal Year

### NAPO New Initiative Project Planning Process Worksheet

✓	What to do	How to do it	Additional Information
	1. Write the best possible RFD (Request for Discussion) (skip steps 1 - 3 if the idea is RFA-ready)	Have an idea – talk it through with appropriate colleagues.	A well-researched, well documented, thoroughly explored RFA is ALWAYS an important step in the process. Beginning with a RFD helps to identify relevant questions.
	2. Get support/opinions/direction from the board.	Submit for Board Meeting agenda and be prepared to lead the discussion.	This is an informational gathering opportunity – be open to new perspectives.
	3. Go forth and ask questions, get answers, make a plan, fill in the blanks	Research and inquire: <ul style="list-style-type: none"> <li>• other associations with similar initiatives</li> <li>• HQ team/liaison</li> <li>• Current NAPO leaders</li> <li>• Past NAPO leaders</li> </ul>	<p>"What/how does this impact other committees? Have we talked with that committee? What was their feedback?"</p> <p>"Does this initiative overlap with another activity, or does it duplicate a service? Would it be better to 'enhance' or 'expand' one service vs. duplicating another?"</p> <p>"Has this idea been explored before? By whom and when? Is there documentation we can use to help us along?"</p>
	4. Write the best possible RFA (Request for Action).	Submit for Board Meeting agenda approval and be prepared to lead the discussion.	RFA should answer as many questions in advance of the Board discussion as possible.
	5. Get support/opinions/direction from the board.		
	6. Go forth and ask questions, get answers, make a plan, fill in the blanks.	Include committee members, other committee members, HQ team – this step should never happen in a vacuum.	Identify as many problems and issues as possible up front, answer or solve those, and then proceed.
	7. Go deeper into the details as you plan for launch – answer all the what-ifs you can think of – ask various people to ID what those "what-ifs" might be.	Hold a special meeting to really dig into the "what ifs" and anticipate all that could go wrong. Modify as needed.	Decide in advance what you are willing to risk.
	8. Launch!		
	9. Fine Tune!	After launch have a short de-brief meeting to discuss what worked and what didn't.	Change as deemed appropriate.

## NAPO BOARD OF DIRECTORS RFA - REQUEST FOR ACTION

**Date of Board Meeting**

**Submitted by:**

**Committee:**

**Board Liaisons**

**HQ Team Liaison:**

### **Addresses NAPO Strategy**

- Indicate applicable strategies, objectives, goals or priorities

### **Subject for Discussion**

State the decision you want the Board to make at this time (ex: approve our plan, approve a financial expenditure, change a policy, etc.)

### **Background (Include relevant policy or past practice):**

Present and explain relevant policies or past practices as well as the process used to reach this RFA outcome.

### **Statement of Purpose (definition of item and why on agenda):**

Present and explain why you are asking the Board to act at this time to approve this specific action

### **Activities/Steps to carry out this Objective:**

Present and explain the plan to proceed from this point to the next Board action

### **Complete Timetable:**

Present and explain the timeline to keep the project on time in order to accomplish the motion

### **Estimated Cost/Budget for Activity (provide breakdown as needed):**

Include a sales & marketing plan, unit cost, unit price, breakeven analysis and any other financial projections that will help the Board in understanding the financial impact of the action

### **Persons responsible/Estimate of workload:**

Present who will be responsible for each aspect of the project and give an overview of said duties

### **Recommendations for Motion (if appropriate) to include Action/Decision needed:**

State the motion you want the Board to consider

## NAPO BOARD OF DIRECTORS RFD - REQUEST FOR DISCUSSION

**Date of Board Meeting**

**Submitted by:**

**Committee:**

**Board Liaisons**

**HQ Team Liaison:**

### **Addresses NAPO Strategy**

- Indicate applicable strategies, objectives, goals or priorities

### **Subject for Discussion**

State the decision you want the Board to make at this time (ex: give direction, guidance, clarify concept in relationship to strategic direction)

### **Background (Include relevant policy or past practice)**

Present and explain relevant policies or past practices as well as the process used to reach this RFD outcome.

### **Board Discussion**

Present and explain key areas for discussion

### **Desired Outcome**

Explain level of knowledge or understanding desired at conclusion of discussion



National Association of  
Productivity & Organizing  
Professionals

## NAPO Reimbursement Form

Name: \_\_\_\_\_ Date of Report: \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip : \_\_\_\_\_

Phone: \_\_\_\_\_ Project / Trip: \_\_\_\_\_

	Date	Date	Date	Date	Date	Date	Date	
Expense								Total
1. Transportation (airline, train, etc.)								\$0.00
2. Auto (\$ 0.58 per mile)								\$0.00
3. Parking								\$0.00
4. Taxi/Limousine								\$0.00
5. Lodging								\$0.00
6. Meals (\$70/day per person cap)								\$0.00
7. Tips								\$0.00
8. Registration Fee								\$0.00
9. Postage								\$0.00
10. Telephone								\$0.00
11. Photocopies/Printing								\$0.00
12. Miscellaneous (specify)								\$0.00
<b>Total</b>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Explanation (if needed)

Attach additional pages if needed

- All requests for reimbursement must be reported on this form and submitted to the NAPO office within 30 days.
- Receipts must be attached. In lieu of receipts for the expenditures under \$20, an explanatory notice should be attached. Unverified expenditures will be deducted from total reimbursement.
- Whenever practical, the most economical class and most direct route will be used for travel. Reservations for air travel must be made, when practical, 30 days in advance of travel. Reimbursement, when traveling by private car, will be at the rate paid in accordance with current federal guidelines (standard mileage rate).
- Car rental is reimbursable if rental is less expensive than alternate transportation or circumstances of the trip make alternate transportation impractical. Reimbursement may occur if the car rented is a compact or smaller, or intended to transport four or more volunteers, otherwise the individual is expected to pay the difference in cost. Free upgrades by the rental agency are exempt from the above.
- Meals must be directly related to the actual conduct of NAPO business and may not exceed \$70 (max) per person, per day, including tax, tips and food and beverage.
- If sleeping accommodations during business travel are not at a hotel, but rather at a NAPO member's home, you may expense up to \$30 (with receipt) for F&B or a token host gift.
- Lodging and shuttle service (to/from Mt. Laurel) for NAPO Board meetings will be arranged by staff and will be billed directly to HQ.
- Ground transportation from the volunteer's home to and from the airport is reimbursable.
- Long-term parking is reimbursable if less expensive than using alternate transportation, unless circumstances of the trip alternate transportation impossible/impractical.
- If traveling by car and/or claiming mileage reimbursement on NAPO business, documentation verifying distance traveled must be provided. Example: Printout of destination route via MapQuest.com or Maps.google.com.

These expenses were incurred by me in fulfilling my official, delegated NAPO duties. Personal expenses have been excluded.

Signature: \_\_\_\_\_

Send to: NAPO Headquarters  
Attention: Deb Cullinan  
Deb.Cullinan@napo.net  
1120 Route 73, Suite 200  
Mt. Laurel, NJ 08053

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