

POLICY	Governance
TITLE:	Board Member and Staff Relations
AREA:	Governance
RESPONSIBILITY:	Chief Executive Officer
RELATED POLICIES:	Code of Conduct
DRAFTED BY:	Chief Executive Officer
DATE APPROVED:	17 th June 2018
APPROVED BY:	Paddle Australia
NEXT REVIEW:	June 2020

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1. OBJECTIVE

The objective of this Policy is to detail the occasion, tenor and protocol for board member interaction with management and staff. An effective working partnership between the Board and staff impacts positively on organisational performance. Board member skills and resources, when utilised strategically and in collaboration with management, can assist staff in achieving outcomes. The protocol outlined in this Policy is designed to develop and protect the synergy, trust and confidence that underlies this partnership.

2. OCCASION OF INTERACTION

Board members and employees interact on a formal and informal basis.

In a formal sense, managers and some staff attend all, or part of, Board, Committee, Authorised Panel, Advisory Group or Working Party and may present to the Board, Committee, Authorised Panel, Advisory Group or Working Party.

Board members also contact managers when they are seeking information or clarifying Board, Committee, Authorised Panel, Advisory Group or Working Party documents and papers that apply to their designated role as Chair of a relevant PA Board Committee, Authorised Panel, Advisory Group or Working Party.

Informally, board members interact with managers and staff at organisational functions and when visiting offices and operations.

3. TENOR OF INTERACTION

Board members deal with managers and other employees in a manner that accords with the Board Code of Conduct and demonstrates respect.

In communication with managers and staff, board members represent the Board and in doing so represent other board members and or processes, discussions and decisions, positively.

Board members are guided by the notion that “the Board” will:

- Instruct only the CEO;
- View all organisational performance as that of the CEO;
- View any organisational failure to comply with board policy as the failure of the CEO;
- Require that the CEO keep the organisational performance within policy criteria and restore it to this state should there be policy violations; and
- Never, in its official capacity, help the CEO manage.

Board members are careful in communicating with employees not to convey an impression that they have authority or superior rights. Except through formal processes of the Board, Committee, Authorised Panel, Advisory Group or Working Party, board members do not give direction to managers or staff.

If managers or staff member express concerns about operational issues to board members, they are referred to the person to whom they report.

4. SEEKING INFORMATION OR CLARIFICATION

Board members request information or clarification on board-related issues from the CEO through the Board Chair.

Board members ensure their requests are reasonable in occupying a senior manager's time given their operational responsibilities.

5. REVIEW

The Board reviews this Board Member and Staff Relations Policy every two years and updates where necessary.