

# The Core Functions of the Public Service Governing Board

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## A) LEAD:

### *Lead the Organization:*

1. Set the mission and vision for the organization
2. Determine the organization's strategic direction and focus, and how the organization or agency fits into the "bigger picture"
3. Provide advice and counsel to executive leadership and staff
4. Determine the organization's long-term (multi-year) goals and outcomes
5. Maintain a strategic perspective and focus (govern, do not manage)
6. Seek and nurture opportunities for service and innovation

## B) ESTABLISH POLICY:

### *Establish Proactive Policy to Guide Organizational Action:*

1. Establish policies to guide executive decision making and organizational programs and operations, and define board and management roles
2. Determine the core programs and services of the organization
3. Establish key intermediate-term organizational goals (1-3 years)
4. Approve overall organizational design (structure and core processes)
5. Link plans and policies to resource allocation

## C) SECURE AND MANAGE RESOURCES:

### *Ensure That The Organization Secures and Makes Effective Use of Resources Needed to Accomplish Its Mission, Vision, and Goals:*

1. Enable the organization to secure the resources necessary to implement its programs and services to accomplish its mission, vision, and goals
2. Establish policies to safeguard and guide the use of resources and assets, including appropriate management of risk
3. Allocate resources to implement the organization's plans (i.e., budget)
4. Oversee organization use of resources to ensure efficiency and effectiveness

## D) MANAGE CEO PERFORMANCE:

### *Ensure Effective CEO Performance:*

1. Recruit, select, hire, and set compensation for the CEO
2. Provide regular performance direction and feedback
3. Serve as a sounding board and advisor
4. Clarify board and staff roles and role distinctions (avoid micromanagement)
5. Clarify link between CEO and organizational performance and accountability
6. Ensure there is a clear, accountable performance management structure for the organization

**E) LINK WITH CONSTITUENTS:**

***Ensure an Effective Ongoing Relationship Between Organization and Key Constituents:***

1. Facilitate effective two-way, ongoing communication
2. Help constituents link with appropriate parts of the organization (as they have needs and problems to address)
3. Enhance the external image and credibility of the organization
4. Maintain strong relationships with key stakeholders
5. Monitor external trends and dynamics for their organizational implications, and share information with organization
6. Ensure that organizational accountability information is regularly and accurately reported to relevant stakeholders
7. Keep private the information which legally or ethically must remain private
8. Encourage and support the processes for enhancing inter-organizational and inter-agency communication and coordination

**F) ENSURE AND ENABLE ACCOUNTABILITY:**

***Ensure Organizational Accountability and Stewardship:***

1. Ensure that appropriate systems exist and are functioning for monitoring, assessing, and documenting organizational performance and outcomes
2. Ensure that appropriate systems exist and are functioning to assess, document, and report on organizational compliance with policies, regulations, bylaws, and other guides for organizational action (including sunshine laws, etc.)
3. Ensure that organizational performance and outcomes information are reported in a timely, accurate, and useful manner to all relevant stakeholders
4. Monitor and ensure that financial and other resources are managed and used efficiently and effectively to further the organizations purposes and plans
5. Determine the performance information to be reported to board, in what ways, and how often (per above, # 1, 2, and 4)
6. Ensure that the organization is responsive to constituent requests for information
7. Clarify to whom and to what agencies the organization is to be accountable

**G) ENSURE BOARD EFFECTIVENESS:**

***Ensure a High Level of Board performance and Effectiveness:***

1. Recruit and select qualified, committed members to the board
2. Establish and monitor compliance with policies to guide board operations
3. Clarify board roles and responsibilities in helping the organization accomplish its mission, vision, and long term goals (including distinctions between governance and management roles in the organization)
4. Prepare and educate members to work and serve effectively (including orientation, member education, ongoing information and education sessions)
5. Establish and regularly refine a functional, effective board design (structure and process for board and all subsidiary entities)
6. Engage in regular self-assessment and development planning (including individual member performance feedback)