

Action Planning Chart

GOAL AREA # _____ :

General STRATEGY to achieve the goal area (the "what")	Specific STEPS or TASKS to achieve the strategy (the "how")	Responsibility (the "who")	Start Date & Finish Date (the "when")	Resources required (the "with what")	Measurement (how will we know we have succeeded? "Indicator")

Environmental Scanning: The SWOT Worksheet

Strengths	Weaknesses
Opportunities	Threats

Environmental Scanning: The Wave Worksheet

In the area of _____ and in the non-profit world, what *concepts, trends, practices and approaches* are...

... on the Horizon?

Which new ideas are pushing to become accepted trends and practices? (not desired but predicted future)

... Emerging?

Which trends and practices are picking up momentum and acceptance?

... Existing?

Which trends and practices are mainstream or standard operating procedures?

... Disappearing?

Which trends and practices are no longer useful or whose viability is overtly questioned?

Foundational Elements: Values Worksheet

Questions to Consider

What do we stand for?

What behaviours would mirror these values?

How do we treat our clients, volunteers, staff, Board?

What do we mean by ethical behaviour?

How do we want to be seen by the community?

What are the core values that are the most important to us?

My Top Five Values for this Group

1. _____
2. _____
3. _____
4. _____
5. _____



Board Committee Evaluation

This evaluation is a tool for directors to assess how well their Chamber has carried out their mandate over the previous year. The board of directors is responsible for advancing the mission of the Chamber, engaging in strategic planning, fulfilling fiduciary responsibilities, monitoring programs and services, being an advocate for our Chamber membership, and building the staff/board/committee partnerships.

A. Mission

- A-1: The board understands and embraces the mission of the Chamber
- A-2: The board understands and embraces the mandate of the Chamber
- A-3: The board provides adequate support to the Chamber and its activities
- A-4: Staff provide adequate support to the board and its activities

Yes No Not
 sure

Y	N	N/S
Y	N	N/S
Y	N	N/S
Y	N	N/S

B. Fiscal Management

- B-1: The board understands its financial responsibility and the fiscal policies of the Chamber
- B-2: The board receives sufficient information to keep current regarding its financial performance (per event and overall)

Y	N	N/S
Y	N	N/S

C. Programs and Services

- C-1: The board receives adequate information on members' needs, expectations and satisfaction to make decisions about programs and services
- C-2: The board plans programs and services well in advance, to ensure adequate time to organize and promote them
- C-3: The board monitors its programs and services to ensure they are of consistently high quality and of value to the members

Y	N	N/S
Y	N	N/S
Y	N	N/S

D. Board/Staff/Committee Partnerships

- D-1: A climate of mutual trust and respect exists between the board, committees and staff
- D-2: Committee chairs feel empowered to lead and manage their committees successfully
- D-3: The committee, in conjunction with its members, the board, and staff liaison, have agreed upon how to define success for the committee
- D-4: The committee seeks and respects the opinion and the recommendations of the board and staff liaison

Y	N	N/S
Y	N	N/S
Y	N	N/S
Y	N	N/S

Board Effectiveness

A. Roles and Responsibility

A-1: The board has developed a terms of reference for each committee

Yes	No	Not sure
Y	N	N/S

A-2: The board has developed a job description for the committee chairs

Y	N	N/S
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A-3: Directors execute their responsibilities towards committees

Y	N	N/S
---	---	-----

B. Governance Structure

B-1: Each committee and task force has a specific mandate and performance is reviewed regularly

Y	N	N/S
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C. Board Dynamics

C-1: Committee chairs have sufficient opportunity to express themselves to the board

Y	N	N/S
---	---	-----

C-2: There is effective and appropriate communication between the board, its committees and task forces

Y	N	N/S
---	---	-----

D. Meaningful Meetings

D-1: All members receive notices, agendas and minutes for review prior to their meetings

Y	N	N/S
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D-2: Meetings make the most productive use of members' time

Y	N	N/S
---	---	-----

D-3: Meeting schedules are convenient

Y	N	N/S
---	---	-----

D-4: Meetings start and end on time

Y	N	N/S
---	---	-----

Committee Development

A-1: The committee currently contains a sufficient range of experience to make it an effective body

Y	N	N/S
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A-2: The committee is representative of the membership

Y	N	N/S
---	---	-----

A-3: The liaison board member helps identify candidates for leadership roles, either at the committee or board level

Y	N	N/S
---	---	-----

A-4: A comprehensive orientation program is in place

Y	N	N/S
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General Assessment

1. What issues require the board's special attention during the next 12 months?

2. How can the board help your committee in the next 12 months?

3. What change would you make to the Chamber or your committee that would bring immediate value to members?

4. What other comments or suggestions would you like to offer related to board or staff liaison with your committee?

Courtesy of Greater Moncton Chamber of Commerce



Board Member Performance Assessment

Response Scale

very well 5	well 4	OK 3	poorly 2	not at all 1
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(Place a check mark in the box that most accurately reflects how well you think you are doing.)

#	STATEMENT	5	4	3	2	1
1	I am knowledgeable about the Chamber's major programs & services					
2	I have read and have a working knowledge of the Chamber's Bylaws					
3	I believe in and support the Chamber's Mission Statement					
4	I inform the office with as much advance notice as possible of being unable to attend a board meeting					
5	I come to meetings having read agenda related materials					
6	I actively participate in Board discussions					
7	I respect the confidentiality of Board discussions where appropriate					
8	I avoid, both in fact and in perception, conflicts of interest regarding my role and responsibilities as a member of the Board					
9	I respect other Board members rights to hold views and opinions different from my own					
10	I willingly volunteer for committee or task group responsibilities					
11	I spend time each month fulfilling my role as a member of the Board of Directors					
12	I complete all assignments in a responsible and timely manner					
13	When I obtain information that could have an impact on the Chamber of its work, I make sure that it is passed along to the president or administrator in a timely manner					
14	I focus on the long-term policy issues rather than administrative matters, and I trust the day-to-day operations of the Chamber to the Administrator					
15	I seek formal and informal opportunities to communicate with and learn the views, interests, concerns and expectations of our various stakeholders					



Event Timetable for Success

- **One year in advance**
 - Establish the type of event
 - Determine needs, expectations, interests – set goals
 - Set budget (*include sponsorship & fundraising*)
 - Select committee meeting dates
 - Book keynote speaker/entertainment

- **6 months in advance**
 - Develop time lines & action plan
 - Determine site (matching objectives and needs)
 - Set program content (*include support materials*)
 - Consider need for support event (i.e. spousal/family)

- **3 months in advance**
 - Establish a marketing plan and execute
 - Design registration requirements/procedures
 - Arrange logistics (i.e. audio-visual, food/beverage, signage etc.)

- **2 weeks before**
 - Confirm all logistics
 - Final meeting with all suppliers

- **Event day**
 - Final walk-about, test equipment, confirm food

- **Two weeks following**
 - Final committee meeting
 - Follow up evaluations/invoices
 - Final report/guide for next year (note successes and failures)
 - Thank you letters

Courtesy of MPI (Meeting Professionals International)



Worksheet for GBIs (great big ideas)

INTERNAL AUDIT

Name of Project: _____

Proposer: _____

Leadership (chair or champion): _____

Brief description of the project: _____

Basic Implementation Steps:

Start date?	Completed date?	Volunteer time?	Staff time?

Estimated Expenditures:

Dollar risk? (worst case scenario)	Who will raise the money?	Financial resources?	Human resources?

Outcome statements: _____
(What is the end result? What will be accomplished? What profit can be anticipated? What is the finished product?)

What is the mission "fit"? _____

Number of current members who will benefit? _____

Number of new members it will bring in? _____

What is the market size (reasonable potential)? _____

EXTERNAL AUDIT

Is it a demographic fit? _____

What is the market group? _____

What is the public acceptance? _____

Are we in competition? _____



Five Key Questions

Prior to taking on any project, the Board and membership should address FIVE KEY QUESTIONS.

1. Is it a Mission fit?
2. Will it build the membership and business community?
3. Will it strengthen the policy process (*governmental affairs*)?
4. Is it value-added for the membership?
5. Will it improve communications?

These are the areas that will guide the actions of the Chamber as you strive to increase the Chamber's influence in the community, the relevance to business, and overall ability to represent the members. **The focus must be on the needs and wants of the membership.**



How to Ruin a Meeting

HOGGING

— Too much talking by one person.

BOGGING

— Staying on a subject too long.

FOGGING

— Avoiding a topic or being vague or defensive.

FROGGING

— Jumping from topic to topic without any closure on any of them.

FLOGGING

— Attacking a person rather than focusing on that person's input.

CLOGGING

— Slowing down the team by failing to accomplish action items.

Supervision by Gregory M. Bounds and John A. Woods

Guidelines for some Key Motions used At The Alberta Chambers of Commerce

The numbers in the left column refer to the motion's rank or priority and correspond with those in *Parliamentary Procedure At A Glance*. The motions shown in bold face indicate common motions; those in bold face and capital letters indicate most commonly used motions.

No.	Motion	May apply to these motions	May interrupt a member on the floor	Mover must be recognized	Requires a Second	Debatable	Vote needed	Wording
1	ADJOURN	None	No	Yes	Yes	Not when privileged	Majority	"I move that we adjourn (recess) the business meeting."
5	Rise to a Point of Order	Any motion or act	Yes	No	No	No	None, unless appealed, then majority	"Mr./Madam Chairman, I rise on a point of order."
5a	Rise to a Parliamentary Inquiry	Any motion or act	Yes	No	No	No	None, unless appealed, then majority	"Mr./Madam President, I rise to a parliamentary inquiry."
5b	Rise for Information	Any motion or act	Yes	No	No	No	None, unless appealed, then majority	"Mr./Madam Chair, I rise for information." [or "I rise to ask the speaker a question."]
6	Appeal	Any decision by the chair	Yes	No	Yes	Usually No	Majority	"Mr./Madam Chairman, I appeal from the decision of the chair."
12	Lay on the Table (Take from the Table)	Main question, appeals, questions of privilege, reconsideration	No	Yes	Yes	No	Majority	"I move that we table the motion." [You cannot table to a specific date.]
13	Close Debate (Limit Debate)	Any debatable motion	No	Yes	Yes	No	2/3	"I move that we close debate and vote immediately on the pending question(s)."
14	Postpone to a Certain Day/Time	Main motion, questions of privilege, reconsider	No	Yes	Yes	Yes	Majority	"I move that we postpone consideration of this motion until the next meeting."
15	REFER (Recommit)	Main motion, questions of privilege	No	Yes	Yes	Yes	Majority	"I move that we refer the motion to the (name) committee / board."
16	AMEND	Main motion, limit debate, refer, postpone to certain day, fix time of next meeting	No	Yes	Yes	Yes	Majority	"I move that we amend the main motion (primary amendment) by (adding / striking out / inserting) the words..."
18	MAIN MOTION (Main Question)	No other motion	No	Yes	Yes	Yes	Majority	"I move that . . ."

Prepared by Ron Chapman, APR, DTM for the Alberta Chambers of Commerce. Original concept from "Parliamentary Procedure in Action" in the manual *Mr. Chairman, Toastmasters International*. Reference numbers are from the manual *Parliamentary Procedure At A Glance* by O. Garfield Jones. The rules on this sheet as well as the two source works quoted are based on *Robert's Rules of Order Newly Revised*. (RONR). The 10th edition is the most current.