* 1. Roles and Responsibilities of the Collective Board

1. The Board’s primary focus is on strategic leadership, not management.
2. The Board of Directors is collectively accountable for the organization’s performance in respect to the mission and objectives of the organization and for the stewardship of financial resources. The Directors are accountable to key stakeholders and the community in general.
3. The Board reflects the communities’ diversity and its focus is on the community and its needs.
4. The Board takes responsibility for:
   1. Designing rules for meetings
   2. Its own work, and is not dependent on staff
   3. Speaking and acting as a whole, with ‘one voice’
   4. Overseeing the position of the Executive Director.
5. The Board will monitor and discuss the Board’s process and performance on a yearly basis.
6. The Board will invest resources for training to ensure appropriate skills, methods and supports are in order to maintain its ability to govern with excellence.
7. The Board will structure its term of service for directors to ensure no more than one-half of the Board membership retires in any one year.
8. The Board will schedule a minimum of six meetings per year.
9. The Board will develop a Board nomination procedure that includes:
10. Assessment of which Board members are retiring in any given year at least three months prior to the association’s Annual General Meeting.
    1. Development of Board recruitment criteria, including number of Board Directors sought, knowledge base and skill set required.
    2. Ensuring Board nominees are provided with a brief orientation to the Board and association prior to the Annual General Meeting.
    3. Roles and Responsibilities of Board Members
11. Board members commit to a minimum 3-year term and a maximum of two 3-year terms.
12. Board members make a time commitment of approximately four hours per month (meetings, preparation, consultation).
13. Board members are responsible for the effective governance of the organization, including its vigorous pursuit of its mission and objectives and the adherence to its core values.
14. Board members have no authority to act individually in the direction of staff and volunteers or to act as spokesperson for the organization unless specifically given such authority by the Board.
15. Board members wishing to apply for a staff position with the organization must resign from the Board prior to making application. If they are not hired, they may re-apply to the Board at the subsequent AGM.
16. The general duties of Board members are:
17. Work as a team member and support Board decisions.
    1. Develop, amend and approve by-laws and governing policies outlining key financial, staff/personnel, client services and Board practices.
    2. Keep informed and up-to-date on community issues relevant to the ROC.
    3. Participate in the recruitment of new Board members.
    4. Be prepared to be an active participant on the Board.
    5. Be prepared to chair or sit on at least one subcommittee or ad hoc committee.
    6. Respond promptly to communication.
    7. Honour divergent opinions without being intimidated by them.
    8. Encourage colleagues to express opinions.
    9. Focus outward toward the needs of the communities the ROC serves.
    10. Support staff and volunteers by believing in and trusting them, acting as a resource, and serving as a ‘mentor’ (‘a wise and trusted advisor’).