

## SECTION III

### NATIONAL COUNCIL ON FAMILY RELATIONS

#### BOARD GOVERNANCE POLICIES

**ORIGINAL DATE:** 6/27/98                      **POLICY TYPE:**        **Executive Limitations**

**REVISED DATE:** 7/7/98, 9/1/98            **POLICY TITLE:**        **Global Executive Constraint**  
4/4/04, 8/3/06

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*The Executive Director shall not cause or allow any practice, activity, decision, or organizational circumstance which is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics.*

#### **ACCORDINGLY, THE EXECUTIVE DIRECTOR SHALL NOT ALLOW:**

1. Budgeting in any fiscal period or the remaining part of any fiscal period to deviate materially from Board ENDS priorities; risk fiscal jeopardy nor fail to show a generally acceptable level of fiscal foresight; financial conditions or activities that deviate from generally accepted practices or specific practices cautioned by auditors.
2. Fiscal jeopardy or compromise Board ENDS priorities in actual financial conditions and/or practices at any time.
3. The Board to be uninformed regarding the affairs of the organization and its headquarters.
4. Single bid purchases or contracts.
5. Conflict of interest in awarding purchases or other contracts.
6. Information and advice to the Board to have significant gaps in timeliness, completeness, or accuracy.
7. Practices, activities, decisions or organizational circumstances which violate the Board's value that NCFR provide a context for members and employees supportive of diversity by race, ethnicity, culture, age, gender, religion, physical ability, country of origin, and sexual orientation.

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**ORIGINAL DATE:** 6/27/98

**POLICY TYPE:** Executive Limitations

**REVISED DATE:** 7/7/98, 9/1/98

**POLICY TITLE:** Treatment of the NCFR Members  
And Consumers

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*The Executive Director shall not cause or allow conditions, procedures or decisions that are unsafe, undignified or unnecessarily intrusive, or that fail to provide appropriate confidentiality, or privacy of consumers and members or those applying to be members.*

**ACCORDINGLY, THE EXECUTIVE DIRECTOR SHALL NOT:**

1. Use application forms that elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing member information that fail to protect against improper access to the material elicited.
3. Fail to establish with Members and consumers a clear understanding of what can be expected and what cannot be expected from the NCFR services rendered.
4. Fail to inform Members and consumers of standard operating policy, or to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under NCFR policy.

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**ORIGINAL DATE:** 6/27/98                      **POLICY TYPE:**      Executive Limitations

**REVISED DATE:** 7/7/98, 9/1/98              **POLICY TITLE:**      Treatment of Staff  
11/11/99, 6/24/04, 8/3/06

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*The Executive Director shall not cause or allow conditions that are unsafe, unfair or undignified in the treatment of paid or volunteer staff.*

**ACCORDINGLY, THE EXECUTIVE DIRECTOR SHALL NOT FAIL TO:**

1. Deal fairly, humanely and in a dignified way with staff and volunteers.
2. Establish a clear chain of authority in the office extending beyond the Executive Director.
3. Establish a fair and equitable division of labor within the paid staff, based on a plan of work developed annually by each staff member in consultation with his or her direct supervisor and the Executive Director, and reviewed as part of that staff member's annual performance evaluation. Such plan of work shall not be construed to limit the authority of the Executive Director to make changes in the division of labor from time to time or as a short term need arises.
4. Establish personnel policies and procedures that are equitable, written, made known to all personnel and reviewed on a regular basis, to which the Executive Director is subject in a like manner as all other paid staff members.
5. Provide annual written and verbal communication with paid personnel regarding their job performance, based on each employee's plan of work..
6. Establish a process that provides opportunities for personnel to address their concerns regarding working conditions or treatment, policies, procedures or disciplinary actions in a timely fashion.
7. Allow staff to grieve to the Board when a complaint has not been resolved by the process established in statement 6, or when the employee alleges that Board policy has been violated to his or her detriment or that Board policy does not adequately protect his or her human rights.

8. Ensure that staff who express ethical dissent to the Executive Director or the Board are not consequently discriminated against, silenced, terminated, or subjected to a hostile environment because of such dissent.
9. Ensure that conditions such as nepotism or unreasonable preferential treatment for other personal reasons do not exist.
10. Hire staff with a contract or agreement describing the conditions of the employment.
11. Provide adequate training and orientation to staff about Board policies and governance process, organization functions, and office procedures.

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**ORIGINAL DATE:** 6/27/98                      **POLICY TYPE:**      Executive Limitations

**REVISED DATE:** 7/7/98, 9/1/98              **POLICY TITLE:**      Financial Condition/Activities  
11/11/99, 4/15/00, 4/21/02  
3/6/03, 11/18/03, 2/4/04, 4/4/04

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*With respect to the actual, ongoing financial condition and activities, the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in the ENDS policies.*

#### **ACCORDINGLY, THE EXECUTIVE DIRECTOR SHALL NOT:**

1. Expend more funds than have been received in the fiscal year to date, unless the debt guideline (to follow) is met.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 180 days.
3. Use any long-term reserves.
4. Conduct interfund transfer (from restricted reserves) in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenue within thirty days.
5. Fail to settle payroll and debts in a timely manner.
6. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
7. Make a single purchase or commitment of greater than \$10,000 for a non-budgeted expense without Board approval.
8. Fail to aggressively pursue receivables after a reasonable grace period.
9. Fail to generate revenues less than 95% of expenses per fiscal year.

10. Fail to submit future yearly budgets which include a 5% surplus to allow for unexpected costs or lower than expected income.
11. Make purchases from a vendor who does not represent best value. Best value is defined as that combination of price, quality and timeliness that is appropriate for the goods and services being purchased, giving due consideration to the use to which the goods or services are being put and the consequences of a failure.

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**ORIGINAL DATE:** 6/27/98                      **POLICY TYPE:**        **Executive Limitations**  
**REVISED DATE:** 7/7/98, 3/4/99            **POLICY TITLE:**      **Financial Planning and Budgeting**  
                         11/11/99, 4/21/02, 6/22/02,  
                         9/5/02, 4/4/04, 11/14/05

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*Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from Board's ends priorities, risk fiscal jeopardy, or fail to be derived from a multiyear plan.*

#### **ACCORDINGLY, THE EXECUTIVE DIRECTOR SHALL NOT ALLOW BUDGETING THAT:**

1. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period. Up to five percent variance will not be considered out of compliance.
3. Reduces the current assets at any time to less than current liabilities plus six months operating expenses.
4. Provides less than the amount designated by the Board per annum for Board expenses, such as costs of fiscal audit, Board development, Board and committee meetings, funded awards, and Board legal fees. The Executive Director will confirm in the reporting that the policies of the Board Policy Handbook are being followed in the reporting.
5. Does not establish budgetary parameters or ensure the fiscal soundness of the conferences.
6. Includes investment capital appreciation as a revenue source in determining NCFR's operational budget.
7. Includes in the budget anticipated income from grant applications, fundraising campaigns, or other financial efforts before such income is realized.

8. Funds an award requested by a section or other NCFR body, if the following criteria are not met:
  - a. The section or NCFR body making the request has raised at least 50% of the funds needed to endow the award at the funding level necessary to cover the expenses of the proposed award.
  - b. The granting of funds by the Board does not place the NCFR budget in a deficit situation.
  - c. The funds do not come from NCFR reserve.
  - d. The granting of funds does not jeopardize any other board priorities for that year.)
9. Fails to address management comments in the audit letter.



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**ORIGINAL DATE:** 6/27/98                      **POLICY TYPE:** Executive Limitations

**REVISED DATE:** 7/7/98, 9/1/98              **POLICY TITLE:** Emergency Executive Director  
11/15/04, 6/27/06                              **Succession**

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*In order to protect the Board from sudden loss of Executive Director services, the Executive Director shall have no fewer than two other staff members familiar with Board and Executive Director issues and processes.*

**ACCORDINGLY, THE EXECUTIVE DIRECTOR SHALL NOT FAIL TO:**

1. Prepare, cross-train, and designate staff members to perform critical administrative tasks in the absence of the Executive Director.
2. Establish a clear chain of authority extending beyond the Executive Director.



10. Fail to comply with state law in signing and delivering in the name of NCFR deeds, mortgages, bonds, contracts, or other instruments pertaining to the business of NCFR.
11. Enter NCFR into co-sponsorship of events or products with organizations unless they are nonpartisan, non-advocacy, nonprofit; and have a mission, goals, and philosophy of family in harmony with NCFR's mission, goals, and philosophy.

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*ORIGINAL DATE:*     **6/27/98**                    *POLICY TYPE:*        **Executive Limitations**

*REVISED DATE:*     **7/7/98, 9/1/98**        *POLICY TITLE:*      **Compensation and Benefits**  
                          **4/21/02. 11/15/04. 8/3/06**

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*With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Executive Director shall not cause or allow jeopardy to fiscal integrity or public image.*

#### **ACCORDINGLY, THE EXECUTIVE DIRECTOR SHALL NOT:**

1. Change his or her own compensation and benefits, use organizational resources for his or her own benefit, seek reimbursement for expenses or benefits without proper itemized receipts, or engage in excessive or unnecessary travel or entertainment at organizational expense.
2. Promise or imply permanent or guaranteed employment to current or potential NCFR employees.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Create obligations over a longer term than revenues can be safely projected, subject to reasonable termination clauses in the event of losses of revenue.
5. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that :
  - (a) Incur unfunded liabilities.
  - (b) Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
  - (c) Allow any employee to lose benefits already accrued from any foregoing plan.
  - (d) Treat the Executive Director differently than other full time employees.
6. Change the Executive Director's percent of effort to NCFR responsibilities without prior Board approval.

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**ORIGINAL DATE:** 6/27/98                      **POLICY TYPE:** Executive Limitations

**REVISED DATE:** 7/7/98, 9/1/98              **POLICY TITLE:** Communications/Support to the  
4/4/04, 11/15/04    Board

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*The Executive Director shall not permit the Board to be uninformed or unsupported in its work.*

#### **ACCORDINGLY, THE EXECUTIVE DIRECTOR SHALL NOT:**

1. Neglect to submit monitoring data required by the Board (see policy on Monitoring Executive Director Performance) in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored, as well as the status of projects and their goals.
2. Fail to advise the Board of relevant trends, anticipated adverse media coverage, and significant external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
3. Fail to advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies on governance process and Board-Executive Director Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Executive Director.
4. Fail to communicate to the Board external points of view, issues, and options as needed by the Board to make fully informed decisions.
5. Fail to present information clearly or in a form that does not differentiate among information of three types: monitoring, decision preparation, and other.
6. Fail to provide communication methods (e.g., email, phone conferences) for official Board, officer, or committee communications.

7. Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
8. Fail to report in a timely manner an actual or anticipated non compliance with any policy of the Board.
9. Fail to supply for the consent agenda all items delegated to the Executive Director that are required by law or contract to be Board-approved, along with the monitoring assurance pertaining thereto.
10. Fail to clearly communicate to the Board the proportion of funds expended or allocated to specific ends established by the Board.

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**ORIGINAL DATE:** 6/27/98

**POLICY TYPE:** Executive Limitations

**REVISED DATE:** 7/7/98, 9/1/98

**POLICY TITLE:** Ends Focus of Grants or Contracts

4/4/04, 5/4/06, 6/27/06

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*The Executive Director shall not enter into any grant or contract arrangements that fail to emphasize primarily the production of ENDS and to avoid unacceptable means.*

### **ACCORDINGLY, THE EXECUTIVE DIRECTOR SHALL NOT:**

1. Allow grant funds to be used in imprudent, unlawful, or unethical ways.
2. Fail to assess and consider the capability to produce appropriately targeted, efficient results.
3. Fail to negotiate and establish an indirect costs return rate for NCFR with local, state, federal and private agencies so that all grants and contracts may include indirect cost items.
4. Engage in grants or contracts that are inconsistent with Article XIV of the NCFR bylaws – Non Discrimination Policy.
5. Pursue major grants or contracts (defined as those with a multi-year time span, or those that involve over \$100K) without implementing a process to seek:
  - a. Board approval of consistency of the project with NCFR Ends, and pending that approval
  - b. Timely input from the Section Chairs, and
  - c. Notification of and solicitation of comments from the NCFR Membership.

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**ORIGINAL DATE:** 6/17/00

**POLICY TYPE:** Executive Limitations

**REVISED DATE:** 10/22/02; 4/13/03, 4/4/04

**POLICY TITLE:** Annual Conference

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*The Annual Conference sponsored by NCFR is an essential member service and one of the organization's most valuable contributions to professionals in the field. The Executive Director shall not fail to uphold the tradition of the Annual Conference.*

**ACCORDINGLY, THE EXECUTIVE DIRECTOR SHALL NOT FAIL TO:**

1. Present to the Board the selected site and dates of the Annual Conference, based on the criteria of accessibility to members, costs, convenience of dates, pool of potential attendees, availability of a local Affiliated Council and geographical distribution.
2. Provide oversight management of organizational personnel and funds.
3. Keep registration costs at a reasonable level.
4. Provide timely reports about the upcoming program to members and potentially interested non-members.
5. Keep the Annual Conference Chair informed of critical information to complete tasks successfully, including requirements for reporting to the Board, budget parameters, and total amounts of program time available for the guest speakers.
6. Keep non-speaker additions to the program times to a minimum and discuss with the Annual Conference Program Chair any changes in these allocations before adding them.



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**ORIGINAL DATE:** 11/11/99      **POLICY TYPE:**      **Executive Limitations**

**REVISED DATE:** 10/4/01      **POLICY TITLE:**      **Public Policy**

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*The Executive Director shall not make public policy initiatives that are inconsistent with the ENDS and with the Board's emphasis on policy education over policy advocacy.*

**ACCORDINGLY, THE EXECUTIVE DIRECTOR SHALL NOT:**

1. Fail to emphasize policy education over policy advocacy in working with public decision makers\*.
2. Initiate policy advocacy actions on behalf of NCFR that do not meet all the following criteria.
  - (a) The issue is important for families or NCFR members.
  - (b) The issue is informed by research and member expertise.
  - (c) There is a high level of member consensus.
  - (d) There is potential to make a timely contribution.
  - (e) There are resources available to make a difference.
3. Fail to keep the Board informed of both educational and advocacy activities as they are planned and undertaken.

\*Public decision makers are individuals or institutions making decisions that have the potential to affect families, including policy makers at the local, state and federal levels; employers; courts; government agencies; nonprofit organizations; foundations; and religious institutions and faith communities.

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**ORIGINAL DATE:** 6/22/02

**POLICY TYPE:** Executive Limitations

**REVISED DATE:** 8/15/02, 3/6/03  
4/4/04

**POLICY TITLE:** Family Life Education and Practice

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*The Executive Director shall not fail to promote and support family life education and practice among the membership.*

**ACCORDINGLY, THE EXECUTIVE DIRECTOR SHALL NOT FAIL TO:**

1. Promote and support the development, maintenance, and dissemination of quality programs, materials, and practices for family life education.
2. Support the credentialing program related to family life education and practice.



**\*Association of Councils:**

1. Make available staff resources to assist in the functioning of the Association of Councils.
2. Ensure that Affiliated Councils (each state, regional, Canadian province, or specially designated council area in which a minimum of ten regular members of NCFR reside and that shares the purposes of the NCFR) are in compliance with the 501(c)(3) regulations regarding the legal and financial reporting requirements of national headquarters, in order to be deemed an "active" council eligible for receiving dues rebates.
3. Ensure that the Association of Councils is in compliance with reporting requirements of national headquarters.

**Elections Council:**

1. Provide adequate budget and staff resources to the Elections Council to enable it to conduct its function(s).
2. Facilitate important communications between the Elections Council and the Board, or between the Elections Council and other appropriate related entities with the organization (e.g., the Board charge to the Elections Council, or the Elections Council's slate to the Board).

**Fellowship Committee:**

1. Make available staff resources to assist in the functioning of the Fellowship Committee.
2. Communicate the decisions of the Fellowship Committee to the nominees, publicize the names of NCFR Fellows, and provide a symbol of recognition to those selected as NCFR Fellows.

\*The Association of Councils shall be composed of all presidents of state, regional, or provincial councils or representatives appointed in their stead by each respective council. Only NCFR members shall be eligible to serve on the Association of Councils. The Association of Councils shall be represented on the NCFR Board by its president who is elected by the full membership of NCFR. – NCFR By-Laws – Ratified May, 2002.