SCOUTS®
Bahamas

THE SCOUT ASSOCIATION OF THE BAHAMAS

National Executive Committee

Governance Policy

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Introduction

This a comprehensive overview of the principles and practices to National Executive Committee (NEC), that contribute to good governance. Preparing our NEC to effectively and efficiently perform their mandate and provide quality leadership based on the principles of good governance.

A properly functioning NEC is vital to the success and longevity of our association.
The effective operation of NEC largely depends on the free exchange of information and ideas between its members. Ensuring new NEC members are quickly brought up to speed with the organization (including its strategy and the environment within which it operates) is an important aspect of National Executive Committee role. There are many different roles and people involved in running our organization. It is important that NEC members understand the generic role of the NEC, their specific roles as NEC members and how their role differs to the roles of other people in the organization.

Our main goal: "The Mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society."

All stakeholders involved in the governance process as National Executive Committee members must consider the mission, core values and principles of Scouting in all decisions and roles during the developing and cooperation processes, working to keep unity of the Scout movement.

The governance shouldn't be led by personal thoughts or perceptions. It should be led by common agreements respecting the different points of view, and through cooperation of all members.

As Scouts, it is pertinent that we are aware of how our actions influence future generations that will lead association. Most importantly, we must recognize that our decisions strengthen and facilitate a better process to deliver Scouting to all segments of communities we engage with.

Finally, it is important that all NEC members actively contribute to create and strengthen our association credibility and organizational capacity, both internally and externally with partners and other actors of society.

Definition

Governance is the process of providing strategic leadership to an organization.
It entails the functions of setting direction, making policy and strategy decisions, overseeing and monitoring organizational performance, and ensuring overall accountability.
There are 3 important pillars for good governance in Scouting:

- Strategic vision and plan, which is the path the organization takes towards achieving our mission;
- Policies and procedures, which secures organizational sustainability, to ensure we stay sincere and dedicated to our mission, and
- An effective and efficient NEC, which ensures the presence of leadership to oversee that all policies and procedures are in place and respected consistently.

Member Role Description

The fundamental legal duties of each individual NEC member.

Role purpose:

To develop Scouts in keeping with its values and educational objectives, and in the parameters of good governance.

Main responsibilities

1. To take part in formulating and regularly reviewing the strategic aims of the movement, and provide direction for its ongoing development, in accordance with our By Laws.
2. To make sure that our policy and practices are in keeping with our aims.
3. To exercise effective control, making sure that we function within the legal and financial requirements of a charitable organization and strives to achieve best practice.
4. To fulfil all other duties as laid out by law and in accordance with our By Laws.
5. To sit on at least one of the NEC committees (Finance; Operations; Risk; Staff; Safeguarding and Safety, and Governance) and/or a sub-committee or working group.

Main duties

1.Developing and reviewing strategic aims consider the organization as a whole.

- reflect the our vision, strategy, major policies and values at all times.
- contribute specific skills, experience and contacts in support of our activities.

2. Ensuring policies and practices are in keeping with aims.

- abide by the principles laid down in the person specification (and code of conduct).
- attend meetings of the NEC (there are normally 6 per year as well as the AGM-NSC) and the committees (frequency varies).
- reflect the NEC members' policies and concerns in all interactions with the Movement.
- assist in the implementation of our strategic goals.
- monitor and evaluate performance against strategic aims.

3. Exercise effective control and ensure best practice

- attend training and development opportunities as appropriate, including an induction programme on taking up the role of NEC member, and NEC briefings.
- work effectively as a team member of the NEC in exercising its responsibilities and functions.
- take an active role in a committee and/or sub-committee or working groups, contributing specialist skills, experience and knowledge as required.
- protect the assets and integrity of the association, with regard to best practice.
- maintain good relations with our staff.
- fulfill such other duties and assignments as may be required from time to time by the NEC.
- engage with members of the Movement at other levels in the organization.

National Executive Committee member Specification

As a NEC member you should be able to demonstrate the following:

- A record of proven and significant achievement in your own field.
- An understanding of the type of work undertaken by Scouts and commitment to our values and ethos.
- A personal alignment to the seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- Demonstrable experience of building and sustaining relationships with key stakeholders and colleagues to achieve organizational objectives.
- Confident and effective communication skills with a range of audiences and the ability to challenge in a constructive way.
- An understanding of how to motivate and enthuse volunteers.
- A proven track record of sound judgment and effective decision making.
- A track record of commitment to promoting equality and diversity.

- Wider involvement with the leaders, voluntary sector and other networks.
- Enthusiasm, energy and time to commit to this role.
- Available and willing to attend 6 NEC meetings per year and commitment to attend designated committees/working groups to the NEC.

Members of the National Executive Committee must act collectively in the best interests of it's our association to:

- Comply with the By Laws of The Scout Association
- Protect and maintain any property and equipment owned by and/or used by the association
- Manage the association finances.
- Provide insurance for members, property and equipment.
- Provide sufficient resources for scouting to operate. This includes, but is not limited to, supporting recruitment, other adult support, and fundraising activities.
- Promote and support the development of Scouting in the Bahamas.
- Manage and implement the Safe for Harm Policy.
- Ensure that a positive image of Scouting exists in the community.
- Ensure that Young People are meaningfully involved in decision making at all levels within the Bahamas.

The National Executive Committee must also:

- Approve the Annual Report and Financial Report.
- Present the Annual Report and Financial Report to the National Scout Council at the Annual General Meeting; submit copy with to WOSM. The Executive Committee must also:
  - Maintain confidentiality with regard to appropriate NEC business.
  - Where staff is employed, act as a responsible employer in accordance with Scouting's values and relevant Legislation.

- Ensure line management responsibilities for employed staff are clearly established and communicated.

Committees of the National Executive Committee

The NEC delegates certain powers to Committees:

- Educational Methods;
- Youth Programme;
- Adults in Scouting/Training;
- Growth;
- Finance;
- Property/Campsite;
- Safe from Harm
- Operation/Administration

The membership and terms of reference of these Committees is determined by the NEC. Two or more members of the NEC must serve on each.

Chair of Committees are appointed by President with the agreement of the National Executive Committee and subject to a satisfactory annual performance review.

A. Commitment Agreement

Formalizing your commitment as leadership is the first step towards being an effective NEC member. The NEC exists to secure and promote the financial, legal and ethical well-being of the organization and to ensure that it fulfills its mission. Following good governance principles, national board members are asked to sign a commitment agreement.

Its foundation is built on a series of personal goals and action plans which are then shared with other members of the national board. These goals should challenge you and others to put forth your best effort to become an effective leader for the organization.

As a member of the National Executive Committee of The Scout Association of The Bahamas, I understand that I have a duty of care to always work in the best interests of the organization, a duty of loyalty to put the good of the organization first and avoid any conflicts of interest and a duty of obedience to be faithful to the central goals of the organization and follow its governing documents.

Annex #1- National Executive Committee Commitment Agreement form

In return, I expect the organization to be responsible to me in the following ways:

1. Providing me with regular financial reports, analyses and updates on significant organizational and personnel activities.
2. Providing me with opportunities to discuss important organizational issues with the President and executive director as appropriate.
3. Offering me opportunities for professional development as a National Executive Committee member.
4. The staff and National Executive Committee members will respond in a straightforward fashion to questions that I feel are necessary to carry out my responsibilities to the association.
5. National Executive Committee members and staff will work with me in good faith towards achievement of our goals.
6. If the association does not fulfill its commitments to me, I can call on the President to discuss the association's responsibilities.

B. Conflict of Interest Policy

The purpose of a Conflict of Interest Policy is to prevent the institutional or personal interests of National Executive Committee members from interfering with the performance of their duties, and to ensure that there is no personal, professional, or political gain at the expense of the Scout Association of The Bahamas.

This policy is not designed to eliminate relationships and activities that may create a duality of interest, but to require the disclosure of any conflict of interest and the non-participation of any interested party in a decision relating thereto. A copy of this Conflict of Interest Policy shall be furnished to each National Executive Committee member who is presently serving the association or who may become associated with it.

National Executive Committee members have a responsibility to act in the best interests of the Scout association as a whole above all other roles and responsibilities carried on by National Executive Committee members when making decisions.

If a decision is to be made where the National Executive Committee members have personal or other interests, this is regarded as a conflict of interest and the National Executive Committee member will not be able to comply with his or her responsibilities unless certain steps are followed.

In particular, a National Executive Committee member has a conflict of interest if the National Executive Committee is considering making a decision that would mean either:

- a National Executive Committee member could benefit financially or otherwise from that decision, either directly or indirectly

or

- a National Executive Committee member's duty to the Scout association competes with a duty or loyalty through another appointment that the National Executive

Committee member has to another organization or individual.

Conflicts of Interest are common in voluntary, public and commercial dealings. Having a conflict of interest does not mean that a National Executive Committee member has done something wrong or that he or she must always stand down from involvement in that decision.

However, a National Executive Committee member needs to act with prudence to prevent conflicts of interest from interfering with the National Executive Committee member's ability to make a decision only in the best interests of the association.

Under Act and By Laws of SAB, National Executive Committee members have a responsibility to act in the best interests of the association as a whole above all other roles and responsibilities carried on by National Executive Committee members when making decisions. If a decision is to be made where the National Executive Committee members have a personal or other interest, this is regarded as a "conflict of interest" and the National Executive Committee member will not be able to comply with his or her responsibilities unless certain steps are followed.

This process involves three steps - Identify, Prevent, Record - so that National Executive Committee members are able to comply with their duties and avoid:

- making decisions that could be challenged or overturned on procedural grounds,
- risking the National Executive Committee member or association's reputation, and
- having to deal with financial, legal or audit consequences.

Step 1: Identifying a Conflict of Interest

NEC members must declare a conflict of interest immediately they become aware of any possibility that their personal or wider interests could influence their decision-making. A good guideline is: "If in doubt, declare it."

To remind NEC members of their duties, the NEC has a standard agenda item at the beginning of each meeting to allow members to declare any actual or potential conflict of interest.

The Secretariat of the NEC keeps a register of declared interests, which is open to inspection. This is updated if NEC members' circumstances change and when new members are appointed.

It is the personal responsibility of each NEC member to declare a potential conflict of interest, either their own or in relation to another member at the point where it arises in the work of the NEC or its Committees, task forces or working groups so that it may be dealt with.

Step 2: Dealing with a Conflict of Interest

Once a conflict of interest is identified, the NEC must prevent it from affecting decision making by:

- finding an alternative way forward which remedies the conflict of interest

or

- taking appropriate steps to manage the conflict, which will usually mean that the person affected does not take part in discussions or decisions regarding the issue.

It is important to declare a potential conflict of interest, even though a NEC member may believe it is irrelevant or unimportant, to allow the NEC to decide the consequences.

Step 3: Recording a Conflict of Interest

The NEC keeps a written record of each declared conflict of interest and how the NEC dealt with it in the minutes of its meetings. This record must detail:

- what was the conflict of interest;
- which NEC member or members were affected;

- whether any conflict of interest was declared in advance;
- the discussion surrounding the conflict of interest;
- whether anyone withdrew from the discussion; and
- how the NEC member and other NEC members made the decision in accordance with the SAB Act and ByLaws.

Annex #2- National Executive Committee
Conflict Certification Form

C. National Executive Committee Members Self-Evaluation

To be use at National Level to evaluate their National Executive Committee members' individual performance, to identify individual strengths and areas of improvement.

Objective

In line with the Adults in Scouting Policy, once every year each member of the National Executive Committee completes a questionnaire on their individual performance.

Based on this, the following self-evaluation form was developed to enable National Executive Committee members to identify individual strengths and areas of improvement.

This self-evaluation is a formative assessment with the dual objective of encouraging self-reflection of all members of the National Executive Committee and monitoring the quality of involvement in the National Executive Committee work.

The Global Assessment Tool (GSAT) can also support a thorough review of these areas. National Executive Committee members should consider the items in dimension 2 and 10 in particular which consider the governance framework and mandate of National Executive Committee as well as the continuous improvement and evaluation of the association including its National Executive Committee.

Guidelines

The self-evaluation form has 10 sections and includes 42 questions.

Tips before starting:

- Try to be as objective and honest as possible
- Avoid under/overestimating
- Keep the objective in mind
- Remember this is a development tool

Duration: 20min

Grading System

Based on the nature of each question, one of the following two grading options will be proposed:

- Limited
- Developing
- Satisfactory
- Excellent

or

- Never
- Sometime
- Often
- Always

Process

1. Create a survey to be disseminated to all members, giving a reasonable time for completion.
2. Ensure confidentiality of the questionnaire by appointing a person in charge of collecting the information.
3. Consolidation of the results should then be shared with the Steering National Executive Committee for follow-up.

Annex #3 (1/2/3)- National Executive Committee Members Self-Evaluation Form

D. Meeting Review and Staf and Volunteers Check-Up

The following topic introduces a evaluation form for association to use at National Level to evaluate their National Executive Committee meetings and Staff & Volunteers (teamwork).

Objective

The objective of this evaluation is to ensure the sustainability of the renewed working methods of the association by collecting the National Executive Committee members' perception of how they are performing, at each meeting. From the association perspective, this evaluation is particularly relevant as per the good practices promoted in WOSM's Quality Standard, GSAT, with emphasis on reviews, evaluation and implementation of corrective actions, all of which are prerequisites for continuous improvement (see GSAT Dimension 10).

Guidelines

The evaluation is composed of two components, the 'National Executive Committee Meeting Review' and the 'Staff and Volunteers Team Check-up'. The evaluation consists of 38 questions divided under 12 headers.

Grading System

From 0 to 3 with
0: No/Never/Non-Compliant
1: Rarely/Unlikely/In accordance with few items
2: Most of the time/Often/In accordance with most items
3: Yes/Always/Full compliance
Duration: 20 minutes

Process

A. Create a survey (preferably online) that can be taken at appropriate times during the National Executive Committee meeting.
B. The survey should be taken by all National Executive Committee members, executive team members and guests can be invited to take part of the process.
C. The statistical results can then be presented to the whole group at the end of the evaluation session or at the end of the meeting and opened for discussion.
D. An analysis of the results is then shared with the President team within two weeks after the National Executive Committee meeting together with recommendations.
E. The President team acts upon the results and shares the evaluation written summary with the whole National Executive Committee.

Annex #4- National Executive Committee Meeting Review

Annex #5- National Executive Committee Staff and Volunteers Check-up

E. Agenda, Minutes and Reports

a. Meeting Agenda

A meeting agenda is a list of topics or activities you want to cover during your meeting. The main purpose of the agenda is to give participants a clear outline of what should happen in the meeting, who will lead each task and how long each step should take. Having this information before and during the meeting should ensure that it proceeds efficiently and productively.

Basic content of the Agenda

General Information
Meeting of National Executive Committee or Committees

- Date
- Time start
- Location/Virtual

Agenda Details

- Welcome
- Approval of Minutes
- Resolution Control report
- Certify the quorum to make resolutions
- Reports to Committees or Commissioners or Volunteers
- Estimated time of the meeting

The agenda must be sent 7 days in advance of the meeting, with the documents or reports to be presented.

b. Minutes

Meetings are an integral part of association life. This is the reason why taking meeting minutes is essential for every meeting.

Object of Minutes

A Reminder aid : make sure everyone (present and absent participants) knows what has been decided and what needs to be achieved by what date.

A team Reference : Everyone is on the same page with a same recollections from the meeting and the same ideas about what was agreed (decisions and action plan)

A Project Guide : As well as providing all stakeholders with an idea of what to do, the minutes help create an easy-to-follow timeline for projects.

A Saving Time : They are a good starting point for the next meeting. Everything is recorded. No need to remake the world at every meeting.

Evidences – Minutes are often the only evidence of how a decision was reached and by whom.

Basic Content of the Minute

- Meeting to National Executive Committee, Committees or Task Forces
- Date and time start
- Present and absent participants
- Quorum certification report (If it's necessary)
- Approved Minute for the previous meeting
- Summary of the reports/topic whit name of volunteer (attach documentation if it's necessary)
- At the end of the presentation of each report / topic and if a resolution is taken, it is written down, assigning it an identification key.
    - The first three positions correspond to the initials of the committee/Task Forces name.
    - The next six positions correspond to the date, in two-position format for year, month and day.
    - Finally, the date is separated with a hyphen with a consecutive number of three positions starting with the number one.
      Examplo: National Executive Committee meeting January 8th, 2021
      Resolution: NEC210108-00?
- Date to next Meeting
- Time that Meeting closed

The minutes must be sent within the next five days to all members of the committee/Task Force.

F. Members of Commitees and Task Forces Review

The following document is a evaluation form for The association to use at a National Level to evaluate their National Executive Committee teamwork and the work of potential committees and task forces that are responding to the National Executive Committee. Accordingly, this document is intended for volunteer structures reporting to the National Executive Committee.

Objective

The objective of this review is to make sure that all members of task forces and committees are happy with their work, are properly informed, and have means to perform their assignments. From association perspective, this evaluation is particularly relevant as per the good practices promoted in WOSM's Quality Standard, and GSAT emphasis on reviews, evaluation and implementation of corrective actions, all of which are prerequisites for continuous improvement (see GSAT Dimension 10 (1007)).

Guidelines

The evaluation is composed of two components, the 'Satisfaction Survey' and the 'SelfAssessment'. The evaluation consists of 37 questions divided under 13 headers.

Grading System

From 0 to 3 with
0: No/ Never/ Non-Compliant
1: Rarely/ Unlikely/ In accordance with few items
2: Most of the time/ Often/ In accordance with most items
3: Yes/ Always/ Full compliance

Duration: 20 minutes

Process

The recommendations targeted at members are given the following questionnaire once each year while they are serving and at the end of their term. This will provide opportunity to the National Executive Committee to track the energy, satisfaction and performance across time and allow for coordination with assignments and operational circumstances. For a shorter term, this can be adapted for real time usage, and a review can be conducted at the start and end of their mandate.

A. Create a survey (preferably online) that can be taken at appropriate times.
B. The survey should be taken by all members of the task force or committee.
C. The statistical results can then be presented to the whole group at the end of the evaluation session or meeting and opened for discussion.
D. An analysis of the results is then shared with the National Executive Committee within two weeks together with recommendations.
E. The National Executive Committee acts upon the results and shares the evaluation written summary with the whole task force.

Annex #6 (1/2/3)- National Executive Committee Members of Committees and Task Forces Review - Questionnarie

G. Member Registration Form

Our main goal: "The Mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society."

All stakeholders involved in the governance process as National Executive Committee members must consider the mission, core values and principles of Scouting in all decisions and roles during the developing and cooperation processes, working to keep unity of the Scout movement.

The governance shouldn't be led by personal thoughts or perceptions. It should be led by common agreements respecting the different points of view, and through cooperation of all members.

As Scouts, it is pertinent that we are aware of how our actions influence future generations that will lead association. Most importantly, we must recognise that our decisions strengthen and facilitate a better process to deliver Scouting to all segments of communities we engage with.

Finally, it is important that all National Executive Committee members actively contribute to create and strengthen their association credibility and organisational capacity, both internally and externally with partners and other actors of society.

For all the above, it is important to know who we are and how we can internally and externally create alliances that strengthen our association.

Annex #7- National Executive Committee Member Registration form

Summary

The National Executive Committee Governance Policy document describes the role, responsibilities and rights of each member of the National Executive Committee, as well as several forms that help us to identify our strengths and weaknesses, and forms on the acceptance of the norms and values of our association.

We must ensure that all National Executive Committee members have the relevant association documents. The "package" includes:

- Operations and legal documents: The By Laws, Internal Rules documents, association regulations and all existing guidelines for governance and operational duty.
- Policy documents: (Risk Management, Conflict of Interest, Data Protection, Youth Involvement, Expenses, Code of Conduct, Whistleblower, Finance, etc.), Governance Policy (Guidelines for Operation of National Executive Committee Meetings).
- Orientation documents: Organizational Chart, List of Contacts of Governance and Staff positions on all levels, terminology, jargon and glossary of specific terms, ethics, values, and philosophy.
- Programme documents: Latest reports of the NSC (annual report, financial statements, census), Strategic Plan / Yearly Operational Plan, key Memorandums of Understanding or binding agreements (Foundation / Scout Shop), ongoing budget, contracts and obligations, copy of last year's National Executive Committee meeting minutes.

We must ensure that National Executive Committee members sign the forms and participate in the evaluation processes.

Annex #1

National Executive Committee
Commitment Agreement form

Further to these commitments and responsibilities I, _____ _____, hereby make the following commitment to work with all other National Executive Committee members in order to accomplish our association's goals:

1. Attend, fully prepare for, and participate in NEC meetings, Annual General Meetings and special events.
2. Stay informed about what is going on in the association, asking questions and requesting information as needed. I will participate in and take responsibility for making decisions on issues, policies and other board matters.
3. Promote the mission and vision of the association.
4. Work to accomplish and implement the objectives and goals of the association's strategic plan.
5. Attend the National Executive Committee Induction Training.
6. Provide professional staff and volunteers supporting the National Executive Committee with all the necessary oversight and assistance, and work collaboratively with staff and other National Executive Committee members as partners toward achievement of our goals.
7. Perform duties as described in the attached Role Description or as agreed with the President.
8. Actively participate in helping to develop resources for the association.
9. Strive to keep abreast of trends, issues, and current developments that may affect the association.
10. Exercise my authority as a National Executive Committee member only when acting in a meeting with the full National Executive Committee or when appointed by the National Executive Committee.
11. Represent the association in a positive and supportive manner at all times.
12. Strictly maintain the confidentiality of all privileged or sensitive information provided to me to safeguard the association's reputation and integrity, as well as the privacy rights of individuals and donors connected with the association and the National Executive Committee. I accept this principle as one that should survive my period of National Executive Committee service.

I therefore declare that this commitment agreement will become effective on

_____

Accepted:

_____

(Signed)

Annex #2

National Executive Committee
Conflict of Interest Certification form

I have read, understood and agree to abide by the NEC Conflict of Interest Policy. To the best of my knowledge, I (circle one) have / do not have one or more conflicts as described in this Policy. If applicable, all known conflicts are noted below. I will give prompt notice of any additional conflict of interest as it arises.

1. Yes / No. I hold a Scouting position of leadership or authority at the national level in SAB.

If yes, please provide details of your position and responsibilities:

2. Yes / No. I, a member of my family, a related party or other organization that I control, offer services in exchange for paid remuneration to Scout Organizations or related activities at any level.

If yes, please provide details of the services you provide to Scouting in exchange for paid remuneration.

3. Yes / No. I, or a member of my family, have other appointments or responsibilities, which may affect my ability to fulfill the roles and obligations as a NEC member under the Act and ByLaws of SAB.

If yes, please provide details of the appointments or responsibilities held by you.

Signature _____ Date _____

_____
Name (please print)

Annex #3/1

National Executive Committee
Members Self-Evaluation form

•Limited •Developing •Satisfactory •Excellent OR •Never •Sometime •Often •Always

VALUING DIVERSITY

1	I take into account the culture, values and assumptions of every member of the National Executive Committee.	
2	I appreciate the benefits arising from the different perspectives that people bring to the team (for example: encourage everyone to speak, no judgement, opposing views should be respected).	
3	I listen actively (carefully to all points of view with an open mind, asking clarifying questions and summarising inputs).	
4	I use clear and simple language.	

MAKING DECISIONS

5	In making decisions, I take values of the Movement and the Vision 2023 into account.	
6	I am able to take risks if necessary.	
7	I work to find alternatives that will benefit all when confronted with disagreements (look for consensus when possible).	
8	I keep and respect the integrity of National Executive Committee decisions that have been made.	
9	I implement decisions and evaluate results.	
10	I support participation of other members in decision-making.	

REGIONS AND NSOs/NSAs ORIENTATION

11	I promote unity, representing the bridge across the Movement (representing all (NSAs) rather than single Scout group or region).	
12	I seek to inspire and engage regions and NSOs/NSAs through my work.	
13	I actively seek information and feedback to understand local (NSAs) circumstances, problems, needs and expectations.	
14	I keep the focus on must-do(s) and emphasise reaching concreteand action-oriented results.	
15	I implement decisions and evaluate results.	
16	I support participation of other members in decision-making.	

Annex #3/2

National Executive Committee
Members Self-Evaluation form

•Limited •Developing •Satisfactory •Excellent OR •Never •Sometime •Often •Always

MANAGING LEARNING

17	I work towards my own personal development and self-improvement.	
18	I establish clear short-term goals and break them down into achievable tasks.	
19	I contribute to an atmosphere of trust within the national board.	
20	I openly accept criticism without being offended.	
21	I deal constructively with failures and mistakes.	
22	I am committed in evaluating and improving team processes and performance.	

ENGAGEMENT

23	I express my own opinion at/between meetings..	
24	As per our Team Charter, I ensure timely responses to communication (emails, requests, reporting, etc.).	
25	As per our Team Charter, I am prepared for meetings and always aim for clear agreements and outcomes.	
26	I contribute to the facilitation of meetings with an open and participative attitude.	
27	I am committed to overall work and to my own tasks and responsibilities.	
28	I focus on achievement of collective results in comparison to a 'private' agenda.	

INTEGRITY

29	I demonstrate honesty in communication, action and relationships.	
30	I 'walk the talk', practice what I preach, keep promises and fulfil commitments.	

Annex #3/3

National Executive Committee
Members Self-Evaluation form

•Limited •Developing •Satisfactory •Excellent OR •Never •Sometime •Often •Always

MANAGING CHANGE

31	I feel comfortable and demonstrate flexibility when faced with surprise or ambiguity.	
32	I demonstrate support for innovation and for the organisational change needed.	
33	I challenge the way that things have always been done and strive for a better way.	

COACHING

34	I share contagious enthusiasm that promotes a positive attitude in others.	
35	I have clear expectations for my contribution to the team and set criteria for success.	
36	I delegate the right jobs to the right people and give them authority to fulfill their responsibilities appropriately.	

CREATIVITY

37	I view problems and obstacles as opportunities for creative change.	
38	I empower others to find creative solutions to problems.	

Additionally, take time and try to reflect on the following general questions:

39	What do you admire the most about yourself?	
40	What would you like to stop doing?	
41	What would you like to start doing?	
42	What would you like to change from the actual situation?	

NEC member name:

Date:

Annex #4

National Executive Committee
Part 1 - Meeting Review form

0: No/Never/Non-Compliant **1**: Rarely/Unlikely/In accordance with few items **2**: Most of the time/Often/In accordance with most items **3**: Yes/Always/Full compliance

ROLE IN MEETING

☐ 1. What role did you have in this national board meeting?

GENERAL

☐ 2. I feel that the frequency of the national board meetings are appropriate.

☐ 3. I feel that there is dual accountability with the President team preparing the agenda and all National Executive Committee members reading documents and arriving fully prepared.

PROGRESS OF THE MEETING

☐ 4. I feel that the national board meeting was conducted efficiently and as per the agenda.

☐ 5. I feel that the agenda was relevant and complete.

☐ 6. I feel that all National Executive Committee members respected that time was limited.

☐ 7. I feel that each member had the opportunity to express him/herself without restriction.

☐ 8. I feel that the meeting was dynamic, fun and practical.

☐ 9. I feel that the National Executive Committee kept focus on must-do's and reaching concrete, customer focused and action-oriented results.

☐ 10. I feel that there was a strong link between the issues raised and Our Vision, Strategy, and Plan of Work.

☐ 11. How do you evaluate the attendance of the meeting?

DECISIONS

☐ 12. I feel that all members of the National Executive Committee were always involved in decision making processes except voting itself.

☐ 13. I think decisions have been taken in full transparency.

☐ 14. I feel that consensus was reached when possible.

☐ 15. I feel that the integrity of the national board's decisions have been kept and respected.

MEETING FOLLOW-UP

☐ 16. I feel that the minutes of the National Executive Committee clearly reflect the discussions and decisions taken.

☐ 17. I feel that the National Executive Committee ensures the follow-up of the on-going issues at every meeting (who does what between meetings).

LOGISTICS OF MEETING AND VENUE

☐ 18. I feel that the support was satisfactory.

☐ 19. I am happy with the timeliness and detail of background information provided about logistics and practicalities.

20. Final comments. [open-box response]

Annex #5

National Executive Committee

Part 2 - Team (Staff and Volunteers) Check-up form

0: No/Never/Non-Compliant **1**: Rarely/Unlikely/In accordance with few items **2**: Most of the time/Often/In accordance with most items **3**: Yes/Always/Full compliance

FUNCTIONS AND ACTIVITY OF THE NATIONAL EXECUTIVE COMMITTEE

☐ 21. I feel that the actual activity of the National Executive Committee" complies with the task description defined in our Act and By-laws.

Orders. (0-3)

If respondent scores below 2, a drop-down list of all of the functions of the National Executive Committee as outlined in the relevant document (Act, Bylaws, etc…) should appear, allowing the respondent to specify as follows: "As you scored the previous question lower than 2, please specify which "National Executive Committee functions (as defined in the relevant document page XX) you are referring to".

NATIONAL EXECUTIVE COMMITTEE AND TEAMS (Staff and Volunteers)

☐ 22. I feel that there is good teamwork and cooperation within the National Executive Committee.
☐ 23. I feel that there is good teamwork and cooperation between its Commissioners.
☐ 24. I feel that = we work efficiently in my team to accomplish desired results. =
☐ 25. I feel that I am part of a team and the behaviour of the people I work with is consistent with our shared values.

NATIONAL OFFICE STAFF

☐ 26. I have an overall understanding of what is happening at management level.
☐ 27. I feel that members of the National Executive Committee trust the manner in which the operational management manages its tasks.

STRATEGY

☐ 28. I feel that the National Executive Committee is sufficiently involved in strategic decisions.
☐ 29. How would you assess the way the strategy is being acted upon by the National Executive Committee?
☐ 30. I feel that the National Executive Committee supervision of the implementation of the strategy is adequate.

COMMUNICATION

I feel that, with regards to respect of the behaviours we commit to as per our Team Charter (change based on relevant internal documents):

☐ 31. There has been open and honest communication between members of the national board.
☐ 32. Clear and simple language has been used.
☐ 33. Tolerance of others has been practiced.
☐ 34. Members have not been judgmental.
☐ 35. Opposing views have been respected.
☐ 36. Paper communication has been reduced.
☐ 37. The use of new technologies has been encouraged.

AND FINALLY

☐ 38. [Final Comment Box]

Annex #6/1

National Executive Committee

Members of Committees and Task Forces Review - Questionnarie

Name: _____

Committee or Working Team _____

0: No/ Never/ Non-Compliant
1: Rarely/ Unlikely/ In accordance with few items
2: Most of the time/ Often/ In accordance with most items
3: Yes/ Always/ Full compliance

Part 1 - Satisfaction Survey

TEAM CHECK-UP

Please rate how satisfied you are with:

- ☐ 1. Your contribution to your committee or team to date
- ☐ 2. Teamwork and cooperation within your committee or team
- ☐ 3. The work efficiency in accomplishing desired tasks
- ☐ 4. Support provided by the appointed association support staff
- ☐ 5. Guidance provided by the association liaison / Commissioner of your committee or team

YOUR PERSONAL EXPECTATIONS

Please rate how much has your initial expectations been fulfilled when it comes to:

- ☐ 6. The workload across the year
- ☐ 7. Your interest

FUNCTIONS AND ACTIVITY OF COMMITTEE OR TEAM

Please rate how satisfied you are with:

- ☐ 8. The link between the work your group is doing and Vision 2023
- ☐ 9. Clarity of the objectives of your committee or team
- ☐ 10. Clarity of the work planned by your committee or team

COMMUNICATION

Please rate how satisfied you are with:

- ☐ 11. Information flow and internal communication
- ☐ 12. Working methods and tools (use of adequate online tools toward efficiency)

National Executive Committee

Members of Committees and Task Forces Review - Questionnarie

Part 2 - Self-Assessment

Please rate how much you agree with these statements in terms of describing your contribution to your team:

MANAGING LEARNING

- ☐ 13. I constantly seek opportunities for self-development.
- ☐ 14. I establish clear short-term goals and break them down into achievable tasks.
- ☐ 15. I seek and accept feedback constructively.

ENGAGEMENT

- ☐ 16. I am adequately prepared for the meetings I join.
- ☐ 17. I follow upin a timely manner on tasks given to me within the team.
- ☐ 18. I focus on achieving collective results in comparison to a 'private' agenda.
- ☐ 19. I take initiative to clarify my own responsibilities and accountabilities with others.
- ☐ 20. Do you wish to continue your involvement in this team?

COMMITMENT TO QUALITY

- ☐ 21. I generate ideas for improvement.
- ☐ 22. I actively participate in implementing improvement initiatives.

ADDITIONAL COMMENT(S)

- ☐ 23. How do you consider your team could improve?
- ☐ 24. What could you do to improve the team's contribution?

WORKING AS PART OF A TEAM

Please rate how satisfied you are with:

- ☐ 25. Teamwork and cooperation within your team
- ☐ 26. Work of your team between meetings (if applicable)
- ☐ 27. Commitment of your team to deadlines
- ☐ 28. Support provided by the appointed association support staff
- ☐ 29. Guidance provided by the association liaison / Chairperson of your team

Annex #6/3

National Executive Committee

Members of Committees and Task Forces Review - Questionnarie

THE WORK OF YOUR TEAM

Please rate how satisfied you are with:

- ☐ 30. The achievements of your team
- ☐ 31. The link between the work of your team and Vision 2023

YOUR PERSONAL EXPECTATIONS

Please rate how your initial expectations have been fulfilled when it comes to:

- ☐ 32. Your interest
- ☐ 33. Your contribution
- ☐ 34. Your personal development

COMMUNICATION

Please rate how satisfied you are with:

- ☐ 35. Information flow and internal communication
- ☐ 36. Working methods and tools (use of adequate online tools toward efficiency)

RECOMMENDATIONS

Annex #7

National Executive Committee
Members Registration Form

a. General Information

Name

Address | Island

P.O. Box | Home Phone | Work Phone | Cell Phone

Gender (M/F) | Birthdate (DDMMYYYY) | Email

Profession | Work

b. Scout - Length of Service in Years

Youth | Volunteer | Leader | Total | NO | Wood Badge Complete (Y/N) | (DDMMYYYY)

Code of Conduct
This Code of Conduct is a personal commitment. Its purpose is to protect all members of Scouting. It applies to all members over the age of 18, regardless of location and role, when engaging with young people and adults in any form. This includes face to face contact and using technology such as on-line formats. Parents and guardians who wish to actively participate in Scouting activities must also follow this Code.

I will set an example that I would wish others to follow. Therefore, I will:
- Respect the dignity of myself and others.
- Demonstrate a high degree of individual responsibility.
- Recognize at all times that my words and actions are an example to other members of the Movement.
- Act at all times in accordance with the Promise and Law, Code of Ethics and this Code of Conduct, thereby setting a suitable example for all.
- Not use the Movement to promote my own beliefs, behaviours and practices where these are not compatible with Scouting Principles.
- Adhere to the Scouts Safe from Harm Policy and provide a safe environment for youth members participating in the Scout Program, their parents or guardians and visitors.
- Report any conduct seen or heard that does not comply with this code of Conduct to the appropriate Scouting person.

Code of Ethics
INTEGRITY
We demonstrate Integrity by:
- Acting with honesty, truthfulness and fostering appropriate healthy professional relationships
- Recognizing and fulfilling where possible, our obligations to our community
- Taking responsibility for our own actions and developing integrity in others
- Acting with impartiality, truthfulness and honesty

RESPECT
We demonstrate Respect by:
- Showing consideration to others, recognizing each individual's uniqueness and diversity
- Minimizing our impact on the environment and seeking to be good caretakers for future generations
- Committing to members well-being and on-going learning through the practice of positive influence, good judgement and empathy in practice.

COURAGE
We demonstrate Courage by:
- Providing challenging, developmental opportunities to empower young people
- Being good role models in Scouting, demonstrating positive attitudes and willingness to live by the Scout Promise and Law
- Being fair and reasonable

Date (DDMMYYYY) | Signature