

April 2, 1984

MEMO

TO: WCCAO BOARD

FROM: DALE HALM, CHAIRMAN *DH*
WCCAO PLANNING COMMITTEE

SUBJECT: PLANNING COMMITTEE ANALYSIS AND RECOMMENDATIONS
FOR FUTURE ACTION ON BOARD TRAINING NEEDS SURVEY.

At the January, 1984 Board meeting Dr. Lee Koenig, volunteer trainer of United Way of King County administered a Training Needs Assessment (TNA). The purpose of the TNA was:

1. to determine the individual training needs of the Board.
2. to determine the collective training needs of the Board.
3. to develop a written training plan of action.

This report will fulfill the last two purposes of the TNA.

Following the January meeting, Gordon Molitor collected the TNSs from the 16 Board members who completed the survey, tabulated the responses onto a blank TNS (see attached) and forwarded the information to the Planning Committee along with his analysis of the TNS and a letter from Dr. Koenig.

The Planning Committee then met twice to develop this report. The Planning Committee decided not to address any items with more than 10 of the 16 possible yes responses. Of the 81 items in the TNS, the Planning Committee, therefore, removed 44 from further consideration. The Committee then discussed each of the remaining 37 items and directed me to summarize our recommendations as follows:

POLICY ADMINISTRATION

A. Organizing & Governing the Agency.

The Nominating Committee should be directed to to the following:

1. Develop a Board member manual to include among other things a list of Board members duties and legal obligations.
2. Develop a new Board member orientation program and be annually responsible for its implementation.

3. Consider adding to the Board recruitment criteria currently used by the Nominating Committee expertise in resource development, interest in work of agency, and willingness to carry out assignments and attend meetings. The Nominating Committee should also circulate a list of Board members duties when recruiting new members.
 4. Review the By-Laws to determine if they clearly define the responsibilities of the officers of the Board, if they adequately address filling vacancies and if the five year limit on Board membership should be changed.
 5. Consider assigning Board members to one of WCCAO Programs and require a quarterly reporting to the Board on the status of that program.
 6. Examine the possibility of developing a ongoing leadership training program.
- B. Planning and Goal Setting.
1. The Planning Committee should re-examine its planning process and consider implementing a process emphasizing planning by project rather than for the entire corporation.
- C. Decision Making/Problem Solving
1. Although two items related to the policy decisions of the Board being a reaction to a problem situation rather than a proactive decision received a low rating. The Planning Committee decided not to make a recommendation in this area. The Committee felt that the low rating was due to the recent board actions concerning requests for salaries at higher than the first step and the changes related to WCEC.

EVALUATION

1. Without any planning staff to assist with program evaluations, the Planning Committee decided against assuming the responsibility for additional indepth program evaluations but will coordinate with any outside evaluators.
2. Staff should make sure that per unit costs play a more prominent role in budget preparations and financial and progress reports to the Board.

PUBLIC AND COMMUNITY RELATIONS

1. The Public Policy Committee which has concerned itself largely with State issues should also consider national issues. Among the national issues the Committee should address are funding for the Community Services Block Grant, Head Start, Weatherization, Shelter, USDA Commodity Distribution, Legal Services, and the entitlement programs.
2. The Planning and Organized Asking Committee should review the present public relations activities and suggest possible improvements.

PERSONNEL

1. With the realization that the Personnel Committee is completing a rewrite of the Personnel Policies and will be working with a consultant to develop a new salary administration plan, the Planning Committee made no recommendations on Personnel issues.

FINANCE

A. Financial Management

1. The Executive Committee should review the need for establishing a Finance Committee.
2. The Comptroller should provide periodic training in understanding the financial reports.
3. The Executive Director should identify the legal accountability and liability of the Board and assist the Nominating Committee in writing them into the Board member job description and orientation (See Policy Administration).

B. Resource Development

1. The Planning Committee supported the scheduled training in resource development and recommends that the Organized Asking Committee be charged with developing and implementing a resource development plan for WCCAO.

CONCLUSION

The January 16, 1984 Training Needs Assessment Survey reveals a need for indepth WCCAO Board Training/Functional Involvement and awareness of Board responsibilities. We feel that if these recommendations are adopted it should result in a more involved and informed Board.

DH/pk