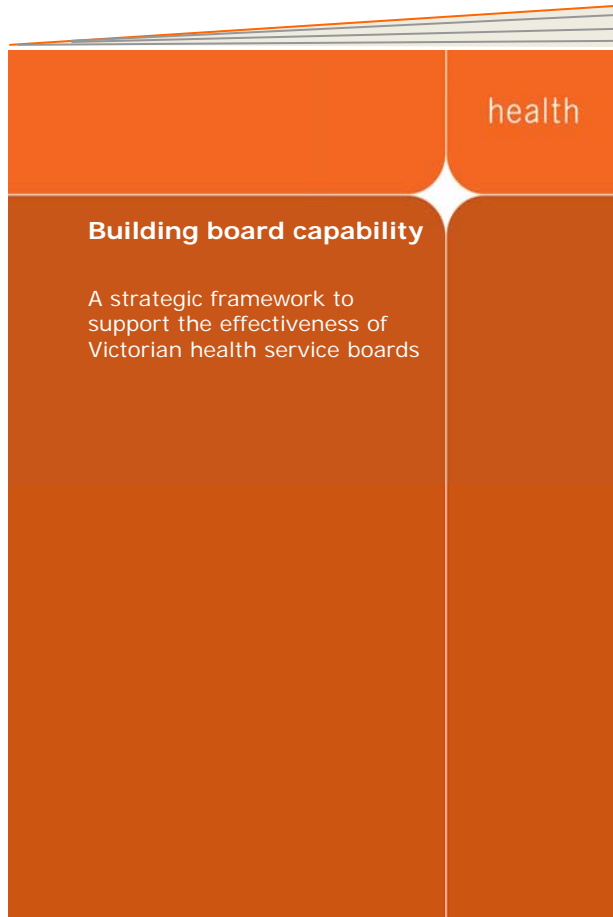


Building Board Capability

13 March 2013

Building board capability framework



A new approach:

- Process
- Principles
- Assessment of skills & knowledge
- Specifies roles & responsibilities

Previous programs

Centralised

Exclusive

Fixed

One-off



New criteria

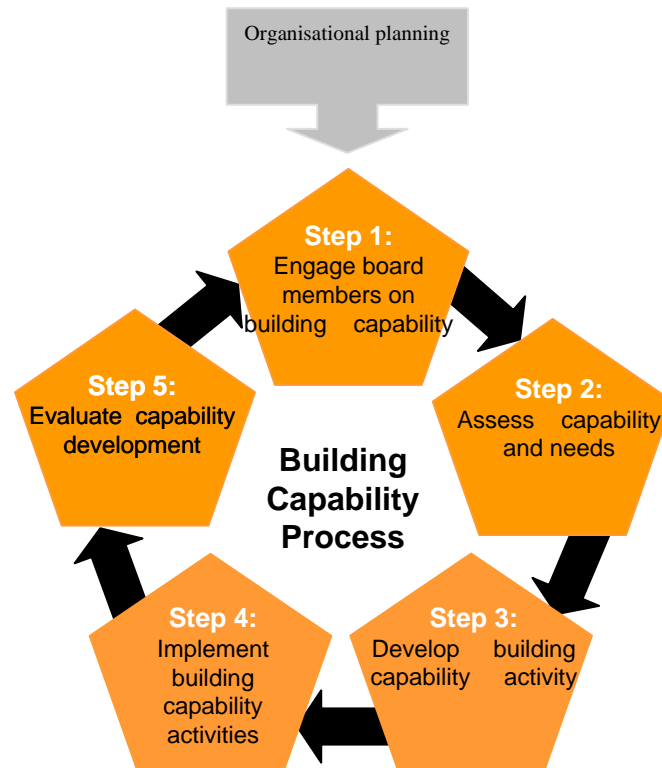
Locally-owned

Inclusive

Flexible

Ongoing

A process to build capability



The department's role to support boards

- Communicating government policy
- Provide assistance to health services in implementing policy
- Build board effectiveness strategies
- Identifying and understanding sector needs
- Provide useful resources and training opportunities

Board chair role to support boards

- Facilitate a regular board assessment process
- Provide position descriptions
- Promote learning & development for board members
- Support chairs of sub-committees
- Allow new board members a period of transition to become familiar with their new environment

Board's role in building capability

- Provide local induction and orientation to the health service
- Develop and mentor new board members
- Undertake regular board assessment process
- Develop a learning & development plan
- Monitor and manage the implementation of the plan

Individual directors building their capability

- Be proactive in their role
- Keep in touch with new developments in governance
- Undertake local induction & orientation
- Monitor and manage own development needs
- Participate in the board assessment process
- Abide by Director's Code of Conduct

Programs, events and resources to support building board capability

health

Expertise programs	Individual Board development
<p>Delivery of programs to enhance specific skills and knowledge.</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> Topic-focussed seminars<input checked="" type="checkbox"/> podcasts	<p>Activities to enhance teamwork and leaderships skills to improve whole board effectiveness.</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> 'Whole board' training, topic-focussed<input checked="" type="checkbox"/> Strategic planning workshops<input checked="" type="checkbox"/> Annual board assessment<input checked="" type="checkbox"/> Annual learning and development plan<input checked="" type="checkbox"/> Case study presentations<input checked="" type="checkbox"/> Social events
Individual development	
<ul style="list-style-type: none"><input checked="" type="checkbox"/> Individually agreed activities<input checked="" type="checkbox"/> Mentoring and coaching from experienced board members<input checked="" type="checkbox"/> Scholarships	
Networks	
<p>Opportunities to meet and network with colleagues to discuss current issues and hear speakers on contemporary topics.</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> Rural governance forums<input checked="" type="checkbox"/> Statewide governance forums<input checked="" type="checkbox"/> Council of board chairs<input checked="" type="checkbox"/> Regional chairs forums<input checked="" type="checkbox"/> Regional board forums<input checked="" type="checkbox"/> Board bank	Framework support resources
	<p>Practical resources, companion documents and tools to assist boards and directors build capability.</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> Victorian Health Services Governance Handbook<input checked="" type="checkbox"/> Board Assessment Guide<input checked="" type="checkbox"/> Clinical Governance Framework<input checked="" type="checkbox"/> Aged Care Organisational Readiness Tool

Work to date..... and beyond



Implementing the BBCF

Building Board Capability Advisory Committee

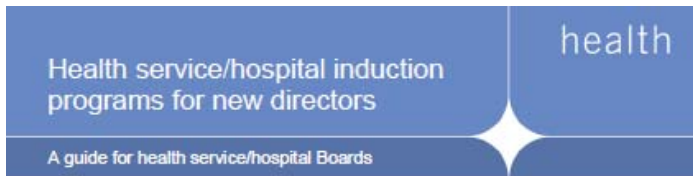
- Established in Dec 2012

Scope:

- Implementation plan for the framework
- Identifying priority areas for boards
- Developing approaches to address needs



Early work



Introduction

This guide is intended to be a general source of reference for health service/hospital boards.

The aim of an induction program is to enable a new director to become as effective as possible in their new role as quickly as possible.

The board chair should ensure that all new directors receive a comprehensive, structured and tailored induction on joining the board.

Program design

A well designed and delivered induction program ensures that:

- new members are enabled to add value to the board immediately by tapping into their 'intelligent naivety'
- the change and impact to boardroom dynamics and team performance is recognised and addressed

Poorly designed or a lack of induction can be detrimental to board performance from a number of perspectives:

- Conventional thinking places the onus on new director to get 'up to speed' rather than consider the effect one person can have on the cooperation, thinking and decision making in the boardroom;
- New members want to make a good first impression but a lack of awareness and understanding can leave a new member feeling unable to contribute over a longer period of time and possibly feeling excluded.
- Valuable board time can be lost addressing a new members knowledge-gaps relating to the array of new concepts, strategies and language.

The time required to complete an induction program will depend on the health service/hospital size, services and configuration.

Induction should be planned with reference to the director's personal development plan. The induction should include reviews with the new director and seek his/her feedback on progress.

Good practice suggests there are benefits if an induction program is delivered over an extended time frame. This can include avoiding 'information overload' and providing time to absorb and consolidate for new learning. Up to 12 months may be appropriate to cover a full board cycle.

The delivery of the information in the induction should also be varied from just reading material. For example meetings with senior executives and key stakeholders, training courses and seminars and site visits.

For consideration:

- Arranging induction activities before/after board/committee meetings
- Allocating a 'mentor' or partnering the new director with an experienced board member for a period of time as a means to fast-track their appreciation of their role and the business

Guidance for local induction of new directors:

- Program design
- Best practice
- Checklists