

California Peace Officers' Association

Open Board Position Descriptions & Selection Criteria

Vice Presidents

The Association bylaws (Article VII. 6.) list the various expectations of the Vice Presidents including:

- have and exercise the powers and perform the functions that are from time-to-time assigned to him/her by the President of the Board of Directors.
- shall have the powers and shall exercise the duties of the President whenever the President, by reason of illness, other disability, or absence, is unable to act, and at other times when specifically so directed by the Board of Directors.
- provide oversight and coordination of the activities of any statewide committee, task force, and/or Region as assigned by the President.

PRINCIPAL RESPONSIBILITIES

1. Serving as an active ambassador for the Association and working to enhance its image to both internal and external stakeholders.
2. Forcing forward thinking and approving long range strategies and policies in furtherance of the Association's mission, goals, policies, programs, strengths and needs.
3. Accepting and completing assignments in furtherance of Presidential and/or Association goals.
4. Being actively engaged in membership recruitment and retention, as well as the strategy around increasing membership numbers and shaping the overall value of membership.
5. Developing strategies to maintain strong connections and lines of communication with CPOA's Regions, Committees, and membership
6. Encouraging active involvement in CPOA activities within own agency and Region.
7. Engaging in discussions to determine CPOA's positions on endorsements and/or legislation of interest to CPOA.
8. Monitoring programs and activities for appropriateness, conformity with mission and achievement of expected outcomes.
9. Cultivating and mentoring future leadership.
10. Ensuring financial solvency.
11. Appointing, supporting, and monitoring the performance of the President
12. Developing strategies for evaluating the effectiveness of Board work.

KEY ROLES

1. Acts in place of the President when required.
2. Serves as a member of the Executive Committee of the Board.
3. Acts a liaison between activities of the assigned committees and Regions and the Board of Directors.

PERSONAL QUALITIES

1. Standard bearer: has shown a commitment to establish and live the climate and culture of leadership development and growth that CPOA promotes.

2. Shared vision: the capacity to inspire, and be a part of, a shared vision for the organization and the Board's work.
3. Objectivity: to listen well and provide a forum for productive dialogue, with contributions on all sides of an issue.
4. Care: Puts organization's needs over personal rewards. Respects contributions of fellow Board members.
5. Courageous: Have the perseverance to accomplish a goal, regardless of the seemingly insurmountable obstacles. Display a confident calmness when under stress.
6. Energy and Commitment: enthusiasm for the job; sensitive to the role and needs of staff, and inspired to achieve the organization's full potential. Must be willing to devote the necessary time.

TIME COMMITMENT

Members are asked to complete their succession time, which could span from 1-3 years, not including time that may have been spent at the Region level prior to becoming a Board member, or the time that would be involved should the succession be toward President. S/he can expect to participate annually in four in-person Board meetings, 2-4 Board conference calls, several Executive Director calls, attend Association events (including attempting to visit throughout the Region system), be available to be called to testify and or meet with the administration as needed, and participate on various committees/task forces as directed.

FINANCIAL COMMITMENT

CPOA does not routinely reimburse any costs associated with Board or event participation. Potential Board members should be prepared to commit to the financial obligations of Board responsibilities/expectations either through agency support or personal commitment. The ability to cover these expenses should not necessarily deter qualified individuals from participating. This factor will be weighed, and perhaps mitigated, during the Board Development Committee's selection process.

Treasurer

Job Description: Treasurer

The Association's bylaws (Article VII, 7.) state that the Treasurer shall:

- exercise general supervision over the receipt and disbursement of all funds of the Association.
- except as otherwise specifically determined by the Board of Directors, or as otherwise required by these Bylaws, promissory notes, orders for the payment of money, and other evidence of indebtedness of the association may be signed by the Treasurer.
- coordinate the preparation of requested or required financial reports.
- report on the financial status of the Association during each Executive Committee and Board of Directors meetings and at the Association's Annual Business Meeting.
- serve as a member of the Executive Committee and of the Board of Directors.
- perform such other duties as directed by the President, Executive Committee or the Board of Directors or as provided elsewhere in these Bylaws.

PRINCIPAL RESPONSIBILITIES

1. Chief volunteer financial officer of the organization and chair of the Finance Committee.
2. Assures actions relating to the Board's financial responsibilities.
3. Assures that appropriate financial reports are available to the Board.
4. Serves as a member of the Executive Committee of the Board.

KEY ROLES

1. Assures accurate and timely production of financial reports.
2. Reviews budget for presentation to the Board for approval.
3. If necessary, signs checks and agreements as designated by Board policy.
4. Assures that financial records are maintained and accessible as required.

CURRENT PRACTICE AT THE ASSOCIATION

Staff develops chart of accounts, pays bills, and issues financial statements that are sent to the Treasurer for review. Staff prepares the annual budget and sends it to the Treasurer and Finance Committee for review and to make a recommendation for approval to the full Board.

PERSONAL QUALITIES

1. Attention to detail – to assure accurate financial reports.
2. Energy and commitment – enthusiasm for the organization's goals; inspired to achieve the organization's full potential.
3. Commitment – must be willing to devote the necessary time to fulfill responsibilities and to respond in a timely to leadership requests.

EXPERIENCE

1. Understanding and experience with financial management, preferably in a nonprofit environment, helpful.
2. Demonstrated active support for Association's mission. Exceeded minimum expectations for all Board members as described in "Board Member Responsibilities."

Director at-Large

The Association bylaws (Article V. 1.) lists the powers of the Board of Directors, and includes:

- CPOA shall be managed by, and all powers shall be exercised by, or are under the direction of, the Board of Directors
- adoption of resolution and policy statements representing the position of CPOA
- adoption of an annual financial budget

PRINCIPAL RESPONSIBILITIES

1. Serving as an active ambassador for the Association and working to enhance its image to both internal and external stakeholders.
2. Forcing forward thinking and approving long range strategies and policies in furtherance

of the Association's mission, goals, policies, programs, strengths and needs.

3. Accepting and completing assignments in furtherance of Presidential and/or Association goals.
4. Being actively engaged in membership recruitment and retention, as well as the strategy around increasing membership numbers and shaping the overall value of membership.
5. Developing strategies to maintain strong connections and lines of communication with CPOA's Regions, Committees, and membership
6. Routine outreach and involvement with an assigned Region with the goal of assisting/strengthening the Region and providing a State link to the Region.
7. Encouraging active involvement in CPOA activities within own agency and Region.
8. Engaging in discussions to determine CPOA's positions on endorsements and/or legislation of interest to CPOA.
9. Monitoring programs and activities for appropriateness, conformity with mission and achievement of expected outcomes.
10. Cultivating and mentoring future leadership.
11. Ensuring financial solvency.
12. Appointing, supporting, and monitoring the performance of the President
13. Developing strategies for evaluating the effectiveness of Board work.

PERSONAL QUALITIES

1. Standard bearer: has shown a commitment to establish and live the climate and culture of leadership development and growth that CPOA promotes.
2. Shared vision: the capacity to inspire, and be a part of, a shared vision for the organization and the Board's work.
3. Objectivity: to listen well and provide a forum for productive dialogue, with contributions on all sides of an issue.
4. Care: Puts organization's needs over personal rewards. Respects contributions of fellow Board members.
5. Courageous: Have the perseverance to accomplish a goal, regardless of the seemingly insurmountable obstacles. Display a confident calmness when under stress.
6. Energy and Commitment: enthusiasm for the job; sensitive to the role and needs of staff, and inspired to achieve the organization's full potential. Must be willing to devote the necessary time.

EXPERIENCE

1. Volunteer leadership experience within CPOA's Region structure and/or other non-profit organizations strongly encouraged.
2. Demonstrated active support for Association's mission, values and goals.
3. Knowledgeable about one or more areas related to the Association's public safety leadership priorities: Training, Technology, Advocacy, Professional Development, and/or Personal Development.

TIME COMMITMENT

Members are asked to serve a minimum of 2 years, not including time that may have been spent at the Region level prior to becoming a Board member. S/he can expect to participate annually in four in-person Board meetings, 1-3 Board/Executive Committee conference calls, several

Executive Director calls, attend Association events (including attempting to visit throughout the Region system), be available to be called to testify and or meet with the administration as needed, and participate on various committees/task forces as directed.

FINANCIAL COMMITMENT

CPOA does not routinely reimburse any costs associated with Board or event participation. Potential Board members should be prepared to commit to the financial obligations of Board responsibilities/expectations either through agency support or personal commitment. The ability to cover these expenses should not necessarily deter qualified individuals from participating. This factor will be weighed, and perhaps mitigated, during the Board Development Committee's selection process.

NONPROFIT BOARD MEMBER'S JOB RESPONSIBILITIES

Governance

Learn about the organization – its mission, strategic plan, programs, policies, operations, finances, challenges and opportunities. Read the articles of incorporation and bylaws. Participate in the new board member orientation program. Ask questions.

Continue to stay informed during your service on the board. Learn something new about the organization each month. Ask questions.

Attend all board and committee meetings and participate actively. Be attentive during meetings. Come prepared to participate in discussions and make decisions. Review the agenda and any supporting materials prior to the start of the meeting and make notes. Ask questions.

Participate responsibly in board and committee meetings. Know the basic operation of the parliamentary authority used by your organization. Respect your fellow board members and their time. Keep to the agenda and avoid digressions that do not move the organization forward. Ask questions.

Support the decisions of the board. Once a decision has been made, it is the decision of the board. Question it in private with the board if you must but support the decision that is made before the staff, the volunteers and the public.

Use any special skills or training you may have to further the work of the board and the organization.

Accept committee assignments and make the most of your committee service.

Accept the non-governance responsibilities that come with service on the board – attend social and other functions sponsored by the organization when your schedule allows, communicate with others about the work of the organization, and show your support for the organization when talking with others.

Leadership

Participate in the active recruitment, selection and orientation of new board members. Encourage continuing education for all board members and participate in the programs. Serve as a mentor for a new board member when you are ready.

Help to identify and cultivate new leaders on the board. Participate in the board leadership if you are able to do so.

Serve as an ambassador for the association and participate in the active recruitment of new

members. Find opportunities to reach out to peers and spread the CPOA message.

Nurture the Region structure – it is where many of you came from. Regularly attend meetings and offer your assistance and support on an ongoing basis.

Performance

Annually assess the performance of the board as a whole and your own performance as a board member. Identify areas in need of improvement and acknowledge those things that are going well. Provide assistance to those board members who are not meeting the expectations of the board. Do not be afraid to ask board members to leave if they are not meeting the expectations of the board and show no sincere interest in doing so.

Annually assess the performance of the organization as a whole. Review the strategic plan and objectives for the years ahead and make adjustments as needed. Coordinate the strategic plan with the budget and ensure that adequate resources are provided to achieve successful results.

Finances

Provide financial support to the organization according to your ability. Assist with fundraising efforts.

Be financially literate. Be able to read and understand the financial reports used by your organization. Know the organization's financial situation. Review the 990 filed by the organization each year. Ask questions.

Understand the budget in terms of the dollars but also how the funds are being allocated. Understand what decisions are being made as to the operation of the organization when you approve a budget each year. Establish a policy on how performance against the budget will be measured and how budget adjustments will be handled.

Hire outside auditors. Meet with them as a board without any staff present. Ask tough questions of your outside auditors. (An audit committee may perform this task and report to the full board.) Read the management letter from the auditors and hold staff accountable in reporting back on addressing any items identified as potential problems by the auditors.

Staff

Understand your role as a director and the roles of staff and other volunteers in the governance and operation of the organization.

Respect the senior staff member's position and responsibility to manage the staff. Take up any complaints with the senior staff member. Give recognition and praise to the staff when it is due.

Develop the senior staff member's job description and hire the senior staff member. Review his or her performance at least annually, set compensation and goals that are appropriate for

the organization, and remove the senior staff person if necessary.

Ensure that there is a succession plan in place for all senior managers.

Review and approve regularly the compensation and benefits package for the employees.

Regularly review employment policies and practices. Ensure that the staff is adequate to perform the work that is needed – have the right people for the right jobs and pay them a competitive wage for their profession and your industry and geographic area.

California Peace Officers' Association Board Member Agreement

California Peace Officers' Association (CPOA) board members act as voting members of the board with full authority and responsibility to develop the strategic direction, policies and procedures of the association, monitor the association's financial health and board committees/task forces, participate in budget planning and support CPOA's mission, vision and values.

As an officer or director of the CPOA, I am fully committed and dedicated to the mission and have pledged to carry out this mission. I understand that my duties and responsibilities include the following:

1. Serve as an active ambassador for the Association.
2. I will attend all board meetings and be available for phone consultations. I will come prepared to participate in discussion and make decisions. I will review the agenda and any supporting materials prior to the start of the meeting, make notes, and ask questions.
3. Volunteer for and willingly accept assignments and complete them thoroughly and on time.
4. I will actively promote CPOA and encourage and support its staff.
5. I will attend, and encourage others to attend, at least one Region Board meeting and one Region Event, utilizing my role to promote membership and leader development. I will make the effort to attend as many as I'm able.
6. I will serve on at least one board committee/task force.
7. I will attend the Association's conference/tradeshaw and other statewide events, and volunteer to help as needed.
8. I will nominate new board members and serve as a mentor to newly elected board members.
9. I will encourage my agency staff to become involved and actively participate on CPOA committees and/or chapters.
10. I will actively recruit new members to CPOA.
11. I am fiscally responsible, with other board members, for this organization. I will know what our budget is and take an active part in reviewing, approving, and monitoring the budget, and actively supporting the revenue-generating activities to meet it.
12. I know my legal and fiduciary responsibilities for this organization and those of my fellow board members, and I will honor these responsibilities. I am responsible to know and oversee the implementation of policies and programs.
13. I accept the bylaws and operating principles of CPOA and understand that I am morally responsible for the health and well-being of this organization.

Signed _____ Date _____
California Peace Officers' Association Board Member

Signed _____ Date _____
California Peace Officers' Association President