

◆ : All items are recommended but those with this mark are in my experience critical pieces in the successful implementation of the Policy Governance® model

		Status	
Exploration and Education		Comments	
◆	Recognition of need.	<ul style="list-style-type: none"> ▪ A need or desire to govern better. 	
	Due diligence.	<ul style="list-style-type: none"> ▪ What makes governance good? What is out there? Education on options. 	
◆	Education on the principles, concepts, and model consistent practices.	<ul style="list-style-type: none"> ▪ How does this thing work? What makes it tick? 	
◆	Choice to move forward.	<ul style="list-style-type: none"> ▪ Based on what we now know, it is looking good. 	

Installation			
◆	New Policies developed – (Policy Blitz)	<ul style="list-style-type: none"> ▪ Developed using a starter set, which the board makes its own 	
◆	Initial Ends Policy – Plug	<ul style="list-style-type: none"> ▪ Ends take time, this is temporary 	
◆	By-laws revisions	<ul style="list-style-type: none"> ▪ By-laws and policies should align. 	
	Conduct legal check	<ul style="list-style-type: none"> ▪ Attorney input for suggestions 	
◆	Adopt the New Policies, rescind old	<ul style="list-style-type: none"> ▪ The board makes the formal decision. 	

Initial Implementation (Roughing it in)			
	Communication about the change to Policy Governance®	<ul style="list-style-type: none"> ▪ Owner education: What PG is, why we are using it, what will change 	
		<ul style="list-style-type: none"> ▪ Stakeholder education: What PG is, why we are using it, what will change 	
◆	Further Ends development	<ul style="list-style-type: none"> ▪ Board begins to define all three aspects; what good, for whom, at what cost. 	
◆	Monitoring System is in place	<ul style="list-style-type: none"> ▪ The monitoring schedule is in place. 	
		<ul style="list-style-type: none"> ▪ CEO Monitoring is taking place. 	
		<ul style="list-style-type: none"> ▪ Board monitoring is taking place. 	
		<ul style="list-style-type: none"> ▪ CEO/Board Linkage Policies 	
◆	Agenda planning is in place.	<ul style="list-style-type: none"> ▪ Annual agenda planning. 	
		<ul style="list-style-type: none"> ▪ Meeting agenda reflects the board's work and its work plan. 	
		<ul style="list-style-type: none"> ▪ Consent agenda is in use. 	
	Initial plans for ownership linkage	<ul style="list-style-type: none"> ▪ Define what we need to know. Determine the process for finding out. Put it on the calendar 	
◆	Policy Manual is up-to-date and used for deliberation	<ul style="list-style-type: none"> ▪ Each board member has a manual which includes the most current policy versions. 	
		<ul style="list-style-type: none"> ▪ The manual is referred to during dialogue and meeting progress. 	
		<ul style="list-style-type: none"> ▪ Non-complying behavior is addressed. 	

Further Implementation (Finishing off the rough edges)			Status
◆	Board Orientation plan	<ul style="list-style-type: none"> ▪ Orienting new members and re-orienting existing members. ▪ Preparing them to be an active and valuable participant. ▪ Renewed understanding of the principles, concepts, and constructs. ▪ Practice and practical applications. ▪ Revisiting the purpose and value of Policy Governance. How we got here. 	
	Board recruitment plan	<ul style="list-style-type: none"> ▪ Seeking candidates with skills for this style of governance ▪ Candidate education. 	
◆	Board education plan	<ul style="list-style-type: none"> ▪ Continuing education and learning to enhance ability and knowledge. ▪ Internal as a group (annual calendar). ▪ External (workshops, work sessions, training, etc.) 	

Ongoing – Board’s Job Description			
◆	Develop written policies.	<ul style="list-style-type: none"> ▪ Review and reconsider of all policies on a regular basis. ▪ Review and reconsider policies to address specific issues and concerns as they arise. ▪ Do we have new worries? ▪ Further refinement and/or redefinition of Ends based on further learning. 	
◆	Ownership linkage	<ul style="list-style-type: none"> ▪ Board to owner ▪ Board to board ▪ Board to stakeholder 	
◆	CEO success assurance.	<ul style="list-style-type: none"> ▪ Monitoring process becomes routine and complete. ▪ CEO Evaluation is tied to monitoring. 	