



Chairperson Member Leader Training 1

BUILDING CAPACITY FOR MEMBER LEADERS

Learning objectives

- Foster insight about the Chair and member roles and duties.
- Increase competence and instill confidence of chairpersons
- Increase knowledge about engaging members through relationships and meetings.
- Increase knowledge about the partnership with the Director.
- Understand primary roles and appropriate Council-Staff interaction.

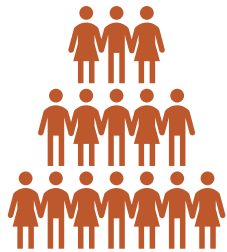
The Foundation

LEADERSHIP

LEADING AS A PUBLIC OFFICIAL

DD ACT

Definition of Leadership



Leadership is the process of helping others to achieve a common goal.



It involves setting the vision and direction for the Council. And involves inspiring and motivating people to achieve results.



A leader must think strategically. And must be able to communicate their vision to others.

Chair Leadership

- The Chair maintains focus on what is best for the Council.
- The Chair facilitates good governance and sets the tone for Council meetings.
- The Chair supports the culture and work of the Council in partnership with the Director.
- An effective Council Chair advances and supports the direction and priorities of the Council.
- The Chair engages Council members, building upon each member's strengths.
- The Chair helps members understand their roles and duties.

Chair Leadership, continued

The chair should guide state plan implementation by helping council members achieve consensus.

The Chair has dual roles as Council Chair and as a Council member.

- The Chair is not part of the staff, they are part of the Council and are subject to term limits.
- The Chair should choose their words with care.
 - Comments taken out of context can cause problems.
 - Be cautious when using humor, sarcasm, or word play.
 - Do not use personal slurs or swear words.

Leading as a Public Official

CONCEPT AND EXPECTATIONS

What is a Public Official?

A DD Council Member is a public official.

A Public official is a member of a governing body.

A public official is often appointed by an elected member of the government.
A public official makes decisions about using public money to impact members of the public to fulfill functions of a program funded with public money.

For DD Council members, the Governor appoints the members.
The Council receives federal funds to implement the 5-Year plan.
The 5-Year plan impacts people with intellectual and developmental disabilities in the State or Territory.

The Chair as a Public Official

- The Council Chair serves as a link between the DD Council and the citizens of the State or Territory.
- Know about the legal and ethical requirements for public officials in your State or Territory.
- As Chair, you represent the Council to others.
 - Be respectful
 - Be interested in what others say.
 - Be sensitive to the lived experiences of others.

General Expectations of a Public Official

In general, public officials (Council members) should:


- **Uphold the highest ethical standards**
 - Follow your State or Territory ethics policies, and the Council Code of Ethics, (if that applies).
- **Put the interests of the public and the mission of the Council before your own personal interests**
 - Council members qualify for membership because of their lived experiences and/or professional and agency connection.
 - Once selected, the member works for the good of the State or Territory through the Council 5-year plan.
- **Maintain and enhance the public's trust and confidence in the Council.**
 - Do what you say you will do, be consistent, uphold the values of the Council.




Developmental Disabilities (DD) Act

WHAT THE CHAIR NEEDS TO KNOW

The DD Act provides information about purpose, money, state planning and implementation, membership, designated state agencies, cost-sharing, reports, compliance, and appeals.



We recommend the Chair have an understanding about **membership, state plan and implementation, and the federal funds.**



Your Executive Director has a deep understanding of the law and can be a valuable resource to you!

What does the Chair need to know about the DD Act?

Membership composition

MINIMUM 60% (CITIZEN MEMBERS)

- People with intellectual or developmental disabilities.
- Parents or guardians of children with intellectual or developmental disabilities.
- Immediate relatives or guardians of adults with intellectual or developmental disabilities AND who cannot advocate for themselves.
- At least one of the above must be a person with ID/DD or an immediate family member of a person who resides or previously resided in an ICF/DD.

(AGENCIES, ORG'S)

- Vocational Rehabilitation
- Individuals with Disabilities Education Act
- Older Americans Act
- Maternal and Child Health Program
- Medicaid
- Protection and Advocacy Program
- University Center on Excellence in Developmental Disabilities
- Local, non-governmental agency concerned with services for people with I/DD
- Private non-profit group concerned with services for people with I/DD

Talking points for the Chair on Membership

- ✓ **When a member is missing from a Council discussion, an important point of view is also missing.**

Connect with members that miss meetings, encourage their attendance (including State agency and organizational representatives!)

- ✓ **Membership rotation is required for a Council and ensures leadership opportunities are provided and different perspectives are sought.**

Rotation is required by the DD Act. Partner with the Executive Director to find out what categories of members are needed. Help share information about membership vacancies and/or participate in recruitment efforts.

- ✓ **Members should plan for the end of their term and seek out other leadership opportunities.**

Educate members about where to find other spaces to lead. Connect with or invite the Governor's Appointments Office staff to a meeting to share information. Rely on State agency Council members to share opportunities for citizen involvement in their work.

State or Territory plan

Develop one every 5-years

- Must review and analyze the unmet or under met needs of people with I/DD and develop goals and objectives to address these needs.
- The State must provide assurances to support the plan.

Update the State plan every year

- Provide a projected budget to implement the plan (for the FFY)
- Update membership and staff rosters
- Other updates as identified by the Council
- Annual Work Plan updates

Annual work plans

- Tell ACL/AoD/OIDD what goals, objectives and key activities the Council plans to do for a federal fiscal year.
- This includes planned outputs and outcomes and projected performance targets.

5-year plan implementation

Follow

Following the 5-year plan, decide what activities will be worked on each year.

- Conducted by Council staff, or contracts, grants or interagency agreements.

Pay

Paying for the activities

- The DD Council is to approve the annual budget
- The budget is the state plan in numbers –
- The budget shows ACL/AoD/OIDD how the Council is going to use the federal funding to do the work

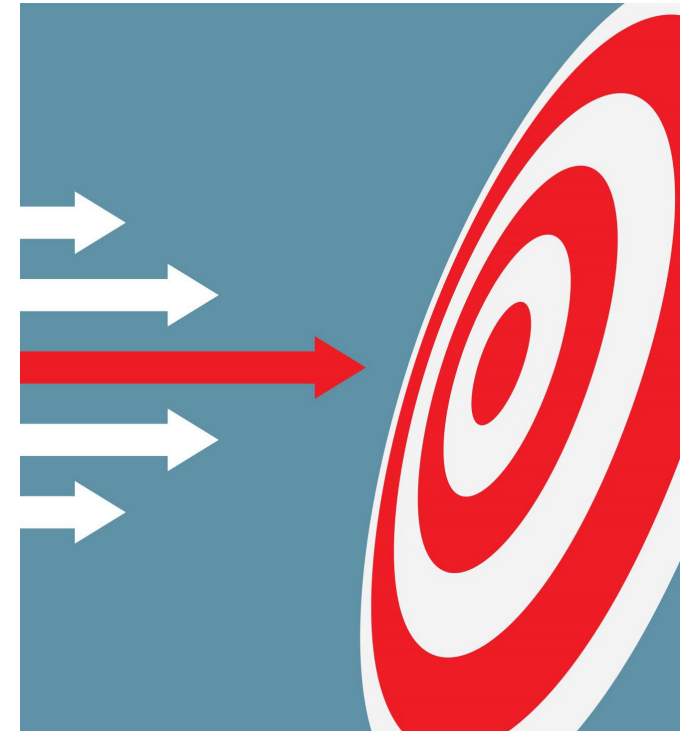
Ensure progress is happening

The Council 5-year State plan requires information be provided about how the Council will be involved in making sure the Council is making progress towards the goals and objectives.

Each year, the Council must:

Determine the extent to which each goal was achieved

- Determine the extent to which each goal was NOT achieved, and why
- Determine if any amendment needs to be made to the 5-year plan
- Separately determine information on the required self-advocacy activities
- Determine customer satisfaction with Council supported or conducted activities.



Talking points for the Chair on the 5-Year plan

- ✓ **When members are actively engaged in developing the State/Territory plan, they become invested in the seeing the work through to meet the goals.**

As new members are appointed, educate them about the plan and find out where their interests are and what excites them about the plan.

- ✓ **Members help implement the State/Territory plan by making funding decisions about projects and activities.**

Make sure members can see the connection of financial investments of federal funds and how that helps the Council implement the plan.

- ✓ **Members watch how plan activities and projects are having an impact on people with ID/DD.**

Encourage members to keep a focus on PROGRESS.

Using federal funds – the basics

- The Council must spend at least 70% of the federal funds on state plan activities.
 - Non-federal match requirements for projects and activities must be met.
- The Council cannot spend more than 30% of the federal funds on administrative activities (rent, Council meetings, staff and member travel, office supplies, etc.)
- Expenses must be allowable
 - Follow cost principles, regulations, state procurement rules.

- **The Council must approve a budget ANNUALLY**
 - The budget is based on the federal funding amounts paid to the State for the DD Council Program.
 - The budget should include all programs, projects, or activities and can include hearings or forums the Council determines necessary to carry out the duties of the Council.
 - The Council should oversee how the budget is being put into action.





Chairperson Member Leader Training 2

BUILDING CAPACITY FOR MEMBER LEADERS

Learning objectives

- Foster insight about the Chair and member roles and duties.
- Increase competence and instill confidence of chairpersons
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- Increase knowledge about the partnership with the Director.
- Understand primary roles and appropriate Council-Staff interaction.

LEADERSHIP,
COMMON DUTIES

The Role of a Chair

You are Chair!

Are you excited? Are you worried or anxious about taking on the role of Chair?

Often, leaders fear of failing.

Here are some ways to address fears of failing.

- Ask yourself why you feel so strongly about the Council and why you wanted to serve as Chair.
- Think about the behaviors and actions you found effective and ineffective in other Chairpersons; identify the behaviors you want to model
- Prepare yourself
 - Devote time to learn, prepare for meetings and issues affecting people with ID/DD.
 - Devote time to developing a strong relationship with the Director.
- Allow yourself to be imperfect
 - Recognize the areas you need help.
 - Be bold and ask for help or training.

Council Chairs Common Duties

The most common duties are:

- Preside over and facilitate Council meetings.
- Consult with Executive Director on the meeting agenda.
- Conduct or oversee the Director's annual performance appraisal.
- Engage members through committee work, succession planning, and development activities.
- Guide the development and achievement of the 5-year state plan.
- Be aware of Council bylaws, policies, regulations, open meetings law, DD Act and how the Council was established in the State or Territory.

Preside over and facilitate Council meetings

FACILITATION, PARLIAMENTARY PROCEDURE, AND TIPS

Meeting Facilitation

The Chair is responsible for facilitating Council meetings.

Do not open an agenda item and turn the facilitation of discussion over to the Director.

Ask Committee Chairs to present their own agenda item(s).

If you are not skilled at facilitation, get training, either formal or informal.

Prepare yourself and others in advance to help meetings run smoothly.

Chair Duties and Parliamentary Procedure

What is Parliamentary procedure?

- It is a set of rules for conducting fair and orderly meetings.

Most Councils use Robert's Rule of Order to conduct business

Common parliamentary procedure responsibilities for the Chair are:

- To introduce business in proper order following the agenda.
- To recognize members who want to speak.
- To determine if a motion is in order.
- To keep discussion relevant to the pending motion.
- To maintain order.
- To put motions to a vote and announce results.

6 Step process to handle motions

A motion is a proposal by a member for the Council to decide by vote.

1. A member makes a motion.

a. The Chair must recognize the member before they make a motion.

2. Another member seconds the motion.

1. The Chair states the motion (also called a question).

a. When the Chair states the question, a motion becomes official.

6 Step process to handle motions (b)

4. Members debate the motion

- a. The person who made the motion speaks before anyone else.
- b. Anyone who has not spoken gets to speak before anyone who has already spoken.
- c. If possible, debate should alternate pro and con.
If the Chair uses this method, it is easy to see if anyone is against the motion. If there is none, the Chair can ask if there is any objection to closing debate and voting?

5. The Chair puts the motion to a vote

- a. restate the motion so everyone knows what they are voting on.

6. The Chair announces the vote.

Tips to run fair, efficient meetings

Manage the meeting as one who serves the members, rather than the “boss” of the members.

Manage who speaks by “recognizing” members.

Discussion is not a conversation.
Don’t allow anyone to speak a second time until all who wish have spoken.

Listen to each person speaking as if there were no one else in the room.

Model and insist on courtesy and respect.

Help everyone focus on the meeting’s purpose by keeping the discussion relevant to the issue at hand.

Keep an emotional connection with the members.

When in doubt, ask the Council!

Leading Public Comment

Because the Council is a public body, many Councils include time for the public to provide comments.

✓ This can be done before, during, or after a scheduled Council meeting.

The purpose of a public comment time is to give an opportunity for members of the public to inform the DD Council about their views

The Council can develop guidelines for public comment time.

- For example, determine how long the public comment period will last, set time limits for each speaker, indicate speakers cannot reserve and transfer their time to other speakers, establish behavior expectations. Double check your Open Meetings Law for any specific requirements.

Chair duties

- The Chair should verbally review the public comment period guidelines the Council has developed before each comment period.
 - Provide written copies or electronic copies as appropriate.
- The Chair should thank each person for their comments, whether positive or negative.
- The Chair must not engage in discussion or back-and-forth exchanges with the public.
- The Chair should instruct Council members to avoid speaking during this time. Remember, this is a time for the Council to **LISTEN** to the public.

Meeting planning and preparation

PLANNING AND COLLABORATION IS KEY!

The agenda: Importance and purpose

The Council meeting agenda tells members and the public about the topics the Council will cover during the meeting.

The purpose of a meeting agenda is to give members a clear outline of what should happen in the meeting, who will lead each item and how long each item should take.

- Having this information before and during the meeting helps with efficiency and productivity.

The Council must follow State or Territory Open Meetings Law (sometimes called a Sunshine Law) and posting the meeting agenda in advance of the meeting is required.

- Often, other agenda rules apply, so check with your Executive Director for full information that applies to your State or Territory.

Stick to the meeting agenda as shared. Proper procedures are required if you want to change the agenda.



Quorum

- Quorum is the number of members needed to conduct Council business.
- In most cases, the Council bylaws will state the rules for a quorum.
- In some cases, the Open Meetings Law will state the rules for quorum.

Find out what you will need to do if your bylaws and the Open Meetings law does not provide information about quorum.

- If you do not meet quorum, no official business can occur.

Tips for Being Prepared and Organized to Lead

How well you conduct pre-meeting preparation often determines whether the meeting will be effective or not.



Preparation – Before the meeting

Plan the agenda with the Executive Director.

- Planning Tip: Ask yourselves "What is most important and time-critical?"
- Make agenda items clear, concise, and interesting!
- Schedule a check-in with the director a few weeks before the meeting.
- Review agenda items and gather background information for each item.

Identify the agenda items that require Council decision.

- Make notes about what type of action is needed for each agenda item. This will help you plan for what kind of meeting facilitation strategies are needed.
- Think about the parliamentary procedure methods you will need for agenda items.
- Review the meeting materials.

Before the Meeting

Agenda formatting tips:

- Use icons, graphics, or color code agenda items. Common items include discussion, vote, information, reports.

Send the agenda and information to members in advance of the meeting.

Ask members to tell you or the Council staff if they cannot attend the meeting.

- This will help you know if quorum will be reached.

If members are to make verbal reports during the meeting, remind them. If they cannot provide the report, have them appoint another person to give the report.

During the Meeting

Watch for signs that the debate (discussion) has run its course.

Some simple “signs” are:

People repeating the same points.

Conversation dropping to a couple of people.

Only a few folks weighing in with new information.

Summarize the discussion and ask for a vote or expression of consensus.

It is important for the Chair to state in clear words what members are voting on.

Ensure members have a clear sense of the motion.

Say who is allowed to vote on items.

During the meeting continued

The Chair should read all motions and amendments to the motion.

This ensures:

- 1) The motion is correct as intended, and
- 2) The motion is correct for recording in the minutes.

Before people leave the meeting:

- Remind them of assigned tasks.

- Ask if they need more information about the task.

- Make them aware of the due date for the task.

- Remind members of the next meeting date, time, and location.

End the meeting on time.

After the meeting

Review the previous meeting to identify issues needing attending before the next meeting.

Review the annual calendar to see what is coming up before the next meeting.

Update the annual calendar, as necessary.

Reflect on the past meeting:

- Consider what you might do to make the next meeting better.
- Consider long-term strategies to improve your meetings.

Consider what actions you might take to:

- Assist new members.
- Deal with members not attending meetings.
- Improve poor behavior of members.

Send email follow-ups from action items to members.

Virtual or Hybrid Meetings – Tips for the Chair

Treat a virtual meeting like a face-to-face meeting.

Try to appear on camera (as much as possible).

Make sure you are in a quiet area. Limit the background noise (e.g., kids, pets, etc.)

Mute your cell phone, turn off alert sounds for texts and emails.

Joining:

- Join the meeting on time or a few minutes early.

- If you are late joining, send a chat message that you have joined.

- When on camera, avoid hand gestures and off-camera motion.

- When speaking, look at the camera. This helps you connect to other attendees.

Behavior:

- Avoid doing other things like checking email, eating, taking a phone call, etc.

- Give your full attention to the meeting. Encourage participants to do the same.



Chairperson Member Leader Training 3

BUILDING CAPACITY FOR MEMBER LEADERS

Learning objectives

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Member Engagement

STRATEGIES AND SUCCESSION PLANNING

Strategies to engage



COMMITTEES



WORK GROUPS



AGENDA ITEMS

Leading Practices

- Make sure new members are provided a complete orientation.
- Clearly outline member expectations and provide support (if needed).
- Get to know the new members and follow-up with them.
- Encourage advocacy for the Council's mission.




Leading Practices continued


- In partnership with the Executive Director, plan the meeting agenda to support member engagement.
 - Include important questions to stimulate thinking.
 - Introduce topics the Council needs to provide leadership.
 - Discuss a strategic direction for making progress towards goals in the State plan.

Strategies to engage Council members

1. **Ice-breakers.** Engage people early through activities or games that welcome members and encourage conversation among members. Ice-breakers help members get to know one another and build rapport.



2. **Written responses.** Allow for input from members that goes beyond verbal interactions. Virtual meetings have opened our eyes to the benefit of chats, polls and Q&As that allow quiet Council members to express themselves.



3. **Ask *them* questions:** Ask members to express themselves and share their opinions and viewpoints, so let them. This is a proven technique for keeping and maintaining your member's interest.

Strategies to make sure everyone has a say

Find fun ways to determine who is speaking during the meeting.

Look for creative ways for members to “raise their hand”.

Ask the Vice-Chair, or another member to keep a list of who raised their hand first.

Develop ground rules for speaking:

- Everyone gets a chance to speak first before someone who has already spoken gets another chance.

Be mindful about maintaining balance between citizen members and agency representative members speaking.

Make sure people with ID/DD are given enough time to have their say (if needed).

Show patience if some members offer their thoughts on things not relevant to a current discussion. Each voice is needed and cutting someone off may discourage them from speaking again.

Succession Planning

Succession planning is a strategy used to pass leadership roles to other members.

The Chair is positioned to assess Council leadership and performance on a regular basis.

Attention and planning for future leadership needs must be a priority.

The Chair can foster leadership development through:

- Learning events

- Mentoring

- Supporting Members to serve in leadership roles.

Succession planning, continued

Succession planning is helpful to:

- Minimize potential disruption from unexpected departures.
- Ensure smooth leadership transitions.
- Build the Council's diversity profile.
- Identify and address gaps in Council expertise.

The Chair can help recruit people that meet the Council's membership needs.

Councils Strive for Consensus

CONSENSUS

4-STEP PROCESS LEADING TO CONSENSUS



What is Consensus

Successful teamwork is the ability to make decisions and solve problems as a group.

Effective decision-making processes include building consensus.

- Consensus reflects a shared process.
- Decisions are based on overwhelming agreement of the Council.
- Consensus is reached when everyone supports the decision or at least can live with it.

Consensus does not mean:

- Everyone must vote yes on something
- one person ruling over others
- bargaining (one member saying they will agree this time in exchange for agreement on their issue the next time)

The Chair's Role in Reaching Consensus

As the leader of the Council, you will assume the role of facilitator, educator, and mediator.

In your facilitation role, you will manage the discussions around the issue.

- Facilitate the discussion so that members can discuss ideas and differences. Make sure all members have opportunities to share their points of view.

In your educator role, you will help people understand the consensus building process.

- Educate members about consensus so they understand it does not mean “getting all you want”

In your mediator role, you will be the “go between” when discussions present differing opinions.

4-step Process Leading to Consensus

1) Explain the item(s) to be discussed



2) Identify what needs to be accomplished



3) Lead the discussion



4) Search for solutions and options for action

Reaching consensus: Strategies for the Chair

Pooling opinions – suggest having dinner or a coffee break with people at odds with one another.

Listen effectively – Actively ask leading questions of the person that support them in getting to the heart of their concerns.

Facilitate the discussion so that members can discuss ideas and differences. Make sure members have opportunities to share their points of view.

- Be aware of “calling out” members and know if that would harm them or not (ex., anxiety attack).

Remind members consensus does not mean “getting all you want”.

Thank everyone - After the Council has come to an agreement that everyone "can live with", thank the membership for being thoughtful and respectful during the process.

Tips on Effective Listening

The most effective listening is both active and empathetic.

Tips for effective listening:

Restate what you think someone is saying:

“What I’m hearing you say is _____, is that accurate, did I understand that correctly?”

Restate the differing opinion in the same way and find the common ground between the two.

Empathetic listening is a sincere attempt to understand in depth what a speaker is saying.

Tips for empathic listening:

**Put yourself in the speaker's place,
Imagine from their point of view,
Try to understand how the other person is feeling.**

Member Management

ADDRESSING CHALLENGES

CULTURAL COMPETENCE





Membership Management

Membership management is the duty of the Chair.

In general, the Chair of the Council is the person Council members reach out to for:

- information
- to discuss issues and challenges they may face while serving.

The Chair is the primary person who communicates with the membership.

Be approachable, teachable, and available to members.

This includes addressing conduct issues of Council members.



Addressing challenges with members - tips

Be patient, understanding and calm. Remember to listen first.

Addressing conduct issues or conflict management is a difficult one for Chairs. Make sure to pre-plan before talking with the person and make sure your wording is appropriate.

Be kind but firm if a behavior needs to stop.

Always reverse the situation and think to yourself “ how would I like to be treated or spoken to if I was the other person in this situation? “

Addressing challenges, continued

In general, people do not like confrontation, try not to go into a conversation with that in mind, rather, view it as a heart to heart with the person.

Ask them things like “what do you want” and truly listen to the answer.

Follow up with other questions like

- “ what are you doing to get what you want?”
- “ what does success look like to you in this situation?”
- “ Is what we are doing working?”
- “ Do you want to figure out another way?”

Be aware of your body language and tone of voice.



Cultural Competence

WHAT DOES THE CHAIR NEED TO KNOW?

Chairs should Model an ideal culture within the Council

Create a climate of learning and respect and an inclusive Council environment.

Respectfully communicate with all people, especially when conducting meetings remotely.

Work towards ensuring the Council membership and grantees are diverse

Set the tone that Diversity and Inclusion is important to the Council

Partner with the Director to:

Embed diversity and inclusion into the Council's strategies

Make a shared commitment to role-model purposeful, authentic, and inclusive leadership for the Council.

Strategies

Be genuinely curious about different points of view and experiences.

Take time and try to draw people out.

Identify which voices are not being heard and actively work to create an environment where everyone can meaningfully participate in the conversation.

Keep diversity and inclusion on the Councils agenda.

Consider a subcommittee or caucus on diversity, inclusion, and equity.

Chairperson Training Part 4

DEVELOPING A STRONG WORKING RELATIONSHIP WITH THE ED
ROLES, TASKS, AND PERSPECTIVES

An Effective Chair and ED Partnership = A Successful Council

The Council Chair's partnership with the ED is the most important relationship they will have during their term of service.



An organization fails if its two key leaders are not working collaboratively and cannot develop a culture of mutual respect and trust.

The importance of rapport

Rapport is an effective communication skill.

Rapport is a connection or relationship with someone else.

It is when there is mutual understanding with another person or a group

Good rapport is important with Council members, the ED, and staff.





Strategies for the Chair to develop a strong working relationship with the Director

COMMUNICATION, 5-YEAR PLAN AS A TOOL, TRUST AND ACCOUNTABILITY

Relationship-building strategies

Build trust

- Be honest with each other
- Be willing to share about your vulnerabilities
- Put service to the Council mission at the forefront of your partnership.

Hold each other accountable

- Be willing to hold each other accountable to the mission of the Council.
- Accountability can build a powerful cultural norm throughout the Council.



Strategy - Communicate and meet regularly!

The two people to best develop Council culture is the Chair and the ED – lead by example!

Commit to making yourselves available and accessible to each other.

Talk about issues affecting people with I/DD the Council needs to address

Discuss progress on the 5-year plan

Discuss committee work

Develop meeting agendas

Consider inviting the Vice-Chair to all meetings as they serve as back-up to the Chair.

Strategy - Use the 5-year plan as your foundation

Use the plan as a roadmap for the Councils work

- Agenda development and action items
- Committee work
- Policy work

Identify engagement opportunities for Council members

- Overseeing state plan projects and activities
- Developing ideas for state plan activities
- Educating policymakers

Keep the short and long-term goals as active discussion items and use them as a guidepost for your work together.

- Short-term is annual work plan activities
- Long-term goals are the 5-year goals in the state plan.
- Make sure short-term activities support and work towards the long-term goals.





Roles, tasks, and perspectives

COUNCIL, STAFF, AND EXECUTIVE DIRECTOR

Roles:

Council
Staff
ED

Primary role of the Council

- The Council provides direction
- The Council provides oversight
- The Council approves funding

The Council watches progress and investments

- Is the Council moving in the right direction?
- Are Council activities creating results?
- Is the funding being used?

Primary role of staff

- The staff helps the Executive Director more efficiently implement the directives set by the Council.

The ED is responsible for making things happen with the help of the rest of the staff

Roles in governance and management

The Chair is responsible for the overall governance of a Council and overseeing the Council members.

- Governance is the “what”
- The planning and leadership of the Council program carried out by members.
- Provides overall direction of the Council program.

The Executive Director is responsible for the daily management of the Council program and staff members.

- Management is the “how”
- The day-to-day running of the Council program
- The delivery of the plans and the work of the Council

Duties of the Executive Director



Commits to the mission

Leads the staff and manages the Council program

Follows the highest ethical standards, ensure accountability, and complies with the law

Engages the Council in planning and leads implementation

Develops future leadership among the Council staff

Builds relationships with agencies and organizations and serves as an advocate

Ensures the quality and effectiveness of programs, projects, and activities

Helpful viewpoints

The Council Chair

Does not control or tell the Director or staff how to do their jobs.

Maintains a focus on governance.

Is Council member focused.

The Council Executive Director

Does not control or make decisions for the Chair or the Council.

Maintains a focus on managing the Council program.

Is staff focused.

Basic Task Chart

Activity/Decision	DD Council	Executive Director
Budget	Approves	Recommends and provides input
Staff Evaluations	Evaluates Executive Director	Evaluates all other staff
Day-to-day operations	No role	Makes all management decisions
5-Year Plan	Develops and approves	Ensures full implementation



Shared Responsibilities

SHARED FOCUS

SHARED EFFORTS

SHARED OUTCOMES

Shared Focus

Mutual respect

- Respect for members, the public and each other is the foundation of a successful Council.

Trust

- Having confidence in each other and the Council supports strong oversight and information flow.

Support

- Providing useful and necessary assistance in everyone's role.

Reciprocal communications

- Back-and-forth conversation formats support a meaningful, working relationships.

Shared purpose and mission driven

- Clearly defining goals and the overarching purpose supports collaboration and keeps everyone focused on the mission.

Shared Efforts

Social stewardship

- Working toward collective goals at the Council level, and realizing impacts for people with I/DD, families, systems of services and supports as well as the State or Territory.

Fiscal Stewardship

- Committing to ethical, efficient, and responsible financial decision-making a use of Council resources.

Succession planning

- Allows for recruitment of highly effective Council members
- Ensures diversity among Council members, which results in more inclusive thinking.
- Maintains required membership compliance.

Strategic planning and program evaluation

- Planning and reflecting on the impact of Council work supports purpose.

Shared Outcomes



5-Year plan impact

Reaching the goals and objectives of the State plan



Council growth

Diverse perspectives and lived experiences

Understanding the needs of the I/DD community



Healthy, functional Council

Council member engagement

Working together in a unified way

Chairperson Training

Part 5

HIRING AND ANNUALLY EVALUATING THE DIRECTOR

HIRING



Hiring a Director

The hiring process

There is no single method of hiring required by the Administration.



The method and process a Council uses to hire a Director is influenced by two factors:

- 1) All relevant state or territory rules, policies and procedures that apply to the Council and/or the Designated State Agency
- 2) State personnel rules (as relevant).

What does the DD Act say?

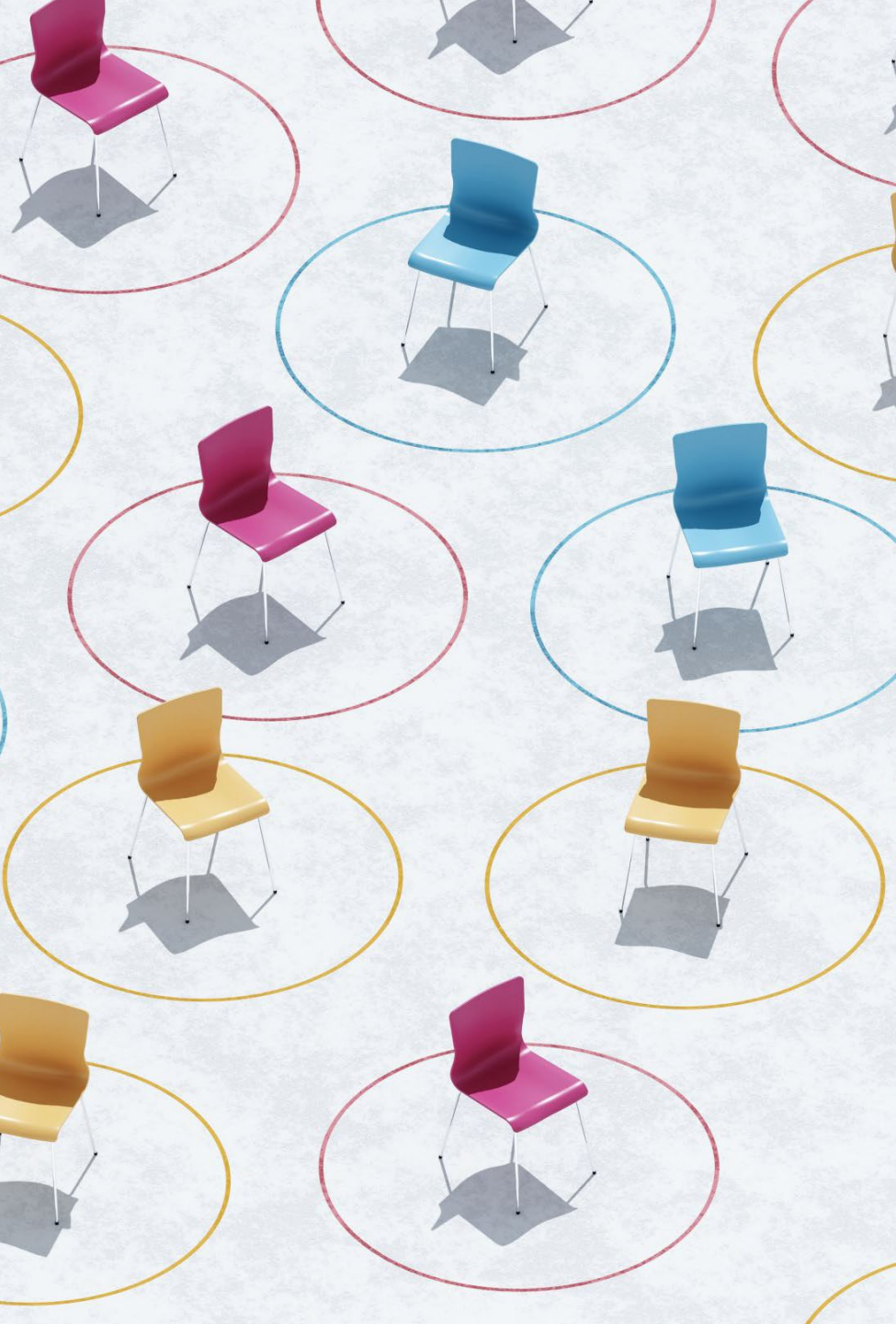
The DD Act gives the authority to hire a Director to the Council.

The Council must follow all state and applicable agency hiring laws, policies, and procedures.

The Council should take affirmative action to employ and advance employment of qualified people with disabilities.

The Council should make efforts to recruit people from minority backgrounds.

If your State or Territory does not support the Council's authority to hire, contact the Council's assigned Program Specialist at OIDD.



The Chair's role

- Typically, the Chair will lead the hiring process with the Council.
- The Council determines the process to be used. (It must be consistent with State laws, policies, and procedures.)
 - Find out what hiring rules must be followed.
 - Review the last hiring process the Council used. Determine if changes need to be made.
- Document the hiring process to be used. Make sure you have Council approval to use the process (record in official meeting minutes).
- Keep the Council informed as the process moves forward.
- Lead the Council through the decision-making process and hiring decision.



Annual Evaluation of the Executive Director

DD ACT REQUIREMENT AND COUNCIL RESPONSIBILITY

The evaluation process

There is no single method of evaluation required by the Administration to be used for conducting the ED evaluation.



The method and process a Council uses to evaluate their Executive Director is influenced by two key factors:

- 1) All relevant state or territory rules, policies and procedures that apply to the Council and/or the Designated State Agency
- 2) State personnel rules (as applicable)

What is the Chair's role?

Often, the Council Chair ensures that the annual evaluation of the Executive Director is completed.

Review your Council by-laws, Council policies and procedures (or DSA policies and procedures) for evaluating the ED. Identify what you are responsible for.

If your Council does not have an established process or existing documents do not address the ED evaluation process, use this as an opportunity to establish, clarify, or revise them.

When the evaluation process has been completed, provide information in a Chair report to the Council. This is a public record of the Council's responsibility being fulfilled.



Best practices

Know the criteria the ED evaluation is based on. When evaluating the ED, base the evaluation in the context of:

- The ED's job description
- The vision and mission of the Council
- The annual goals and objectives for the Council
- The ED's individual performance goals (if developed from the prior year)

Educate members about the evaluation process.

- Tell members about the process (who, what, when, and how) and what to expect.
- If the full Council participates in the evaluation process, encourage full participation.
- Ensure confidentiality of their answers (or ensure anonymity)
- Tell members about individualized assistance available to complete the evaluation survey. (Council staff should NOT provide this assistance to members.)
- Tell them when their information is due.
- Explain why their participation is important and that the results will be used for discussion.

Best practices #2

Leading the assessment process

- Commonly, the Chair of the Council will lead the process (check your bylaws, policies or procedures)
- Sometimes an external consultant or someone from the DSA human resources office will collect responses and summarize.
- Council staff members should **not** be asked to compile evaluation survey responses.
- The facilitator of the evaluation process should be prepared to
 - Gather any information needed to complete the evaluation (job description, annual goals and objective, ED performance goals)
 - Set timelines
 - Send out surveys and supplemental information
 - Send out reminders to complete the survey
 - Receive the completed surveys
 - Tabulate the results

Best practices #3

Tabulate and analyze the evaluation results

- Develop a survey report
- Make sure responses are anonymous
- The ED or any other staff should **NOT** participate in this process. Consider using an external consultant, or Human Resources DSA representative to tabulate results.

Discuss the results with the Council, or appropriate Committee (follow your process).

- Key findings should be discussed. Makes sure to follow your state's Open Meeting Law.
- A review of the survey ratings, and themes from the open-ended questions should be presented.
- The Council (or appropriate committee) will need to agree on what it perceives to be meaningful in the results.
- Agree on key messages to be delivered to the ED. Discuss any adjustments to pay, if appropriate.

Best practices #4

Review the results with the ED and develop action plans

- The Council Chair and other representatives of the Council (as appropriate and following process) should meet with the ED to discuss the results and highlights.
- Discuss what major strengths can be built upon and any weaknesses to be addressed.
- Discuss the top priorities for the coming year.

Support the ED's future development

- Evaluation results are a great starting place for discussion. They should serve as a starting point for discussion. Conversation should focus on the upcoming year.
- Discuss personal and professional development. How can the Council can support those efforts?

Questions or Comments?

Contact:

Sheryl Matney, Director of Technical Assistance
smatney@nacdd.org or 202-506-5813, extension 107

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Resource list

[National Council of Nonprofits](#)

A resource and advocate for nonprofits in America. Their website has a wealth of information about governance and financial management. It also has downloadable forms and tools.

[Council Source](#)

A national organization focused on effective governance practices. Their website features links to a library of free resources and paid publications. Access to some resources and articles requires membership. Members receive a discount on publications.

[Blue Avocado](#)

An online magazine for nonprofits, published seven times per year. Subscriptions are free!

[Nonprofit Trends to Watch](#)

Published by the National Council of Nonprofits, this is a good list to review for Council members who want a better understanding of the operating environment for today's nonprofits.

Cont...

[Boardsource.org](https://boardsource.org)

Board Source is the recognized leader in nonprofit board leadership research, leadership, and support. We provide leaders with an extensive range of tools, resources, and research data to increase board effectiveness and strengthen organizational impact, and serve as the national voice for inspired and effective board leadership.