

BOARD - STAFF SITUATIONS

1. A board member asks the Director of Public Affairs for a few minutes after a meeting. He tells her that he is working on the campaign of a friend running for the city council. He then asks her to make a contribution to the candidate and to walk precincts during the campaign. She complains about this to you, the CEO. What will you do?
2. A board member calls the Director of Fund Development and asks her to have lunch to discuss some ideas she has for events that could raise money for the organization. When they meet, the board member tells her that she wants the affiliate to do a wine tasting and that she and some friends of hers have already received commitments for contributions from 5 wineries and 3 restaurants. What should be done about this?
3. A long time staff member has just been fired by the CEO who was hired 6 months ago. The fired staff member calls an old friend on the board and complains. The board member calls the CEO and demands an explanation. What should the CEO do?
4. You are the CEO of the affiliate. Your Board Chair spends a lot of time "on site" and frequently interacts with line staff. On three occasions your staff has reported the Board Chair has given them assignments to do, and on one of those occasions the assignment was directly contrary to directions you had previously given that staff member. How do you handle this situation?
5. Several board members spend a lot of time at the affiliate helping in a hands-on way with projects. They also get involved with many of the administrative practices and details and frequently comment to other board members how things should be handled differently. They've established personal friendships with some staff members they see outside on a social basis. One person occasionally gives orders to staff about something they should do. How would you handle this situation if you were the CEO? If you were the Board Chair?
6. As a board member, and member of the Executive Committee, you have always been led to believe that the health clinics were running smoothly and meeting all necessary standards. The recent "on-site review team" visit turned up some serious medical deficiencies with your clinic procedures and records. The Board Chair has asked you and two other members of the Executive Committee to her house to informally discuss the situation and decide how to proceed. What do you recommend?
7. A board member who volunteers in the clinic believes that the Clinic Director is treating staff unfairly. She seems to play favorites. Some staff members always get to work weekdays in the daytime while others have to work Saturdays and evenings. The board member calls the CEO and asks that she do something about the Clinic Director. What should the CEO do?
8. A board member works in the local health department. Someone describes several complaints that she's heard from others about the agency. The board member calls the agency's Director of Customer Services, describes the complaints, and asks her to check into them and get back to her with an explanation. What should be done about this?