

## Ontario Pork Board Member Role

As per the Board's governance policy:

The Board, as a group, represents the ownership interest of the organization. Board members' ethical obligation is to represent the entire ownership, not specifically the areas from which they are selected.

- a. Appropriate broad-based input from the moral ownership must be sought and assimilated.
- b. The full range of the views of the moral ownership as to purpose and cost of the organization must be incorporated into board deliberations, not just those points of view held personally by board members.

Specific job outputs of the board, as an informed agent of the moral ownership, are those that ensure appropriate organizational performance.

Accordingly,

- The Board will produce the link between the operational organization and the moral ownership.
- The Board will produce written governing policies that realistically address the broadest level of all organizational decisions and situations.
  - a. Ends: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good, for which needs, at what cost).
  - b. Executive Limitations: Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - c. Governance Process: Specification of how the board conceives, carries out and monitors its own task.
  - d. Board-Staff Relationship: How power is delegated and its proper use monitored; the General Manager role authority and accountability.
- The board will produce assurance of General Manager performance
- The board will make operational decisions not delegated to the General Manager, including:
  - a. Use of the Special Projects Reserve Fund which will be based on: Benefit to all Ontario pork producers; separation from daily activities of Ontario Pork; ability to leverage matching funds from other sources; and potential for return on investment.
  - b. Toronto Stock Yard Land Development
  - c. Expenditures of Research Funds
  - d. Determination of political alignment of Ontario Pork on various issues and with specific organizations and/or products. Such choices are not delegated because of the elected, producer-representative status of the board.