

## APPENDIX 4 – List of management tools: relevance and contents

### **Governance policy**

Relevance: This is where the major decisions are made that guide the organization and map out its future. This is also where the legal and fiscal responsibility lie as well as that of the use of public funds. This is where the mandate of the organization takes shape, nourished by the artistic project.

Contents:

- General policies of the board – governance process
  - Commitment of the board
  - Practice of its operations
  - Code of ethics of the members of the board
  - Role of the chair
  - Annual program
  - Principles regulating board committees
  - Board committees
  - Board expenses
- Connections between the board and general management
  - Connections between board and general management
  - Delegation to general management
  - Evaluation of performance of general management
- Practices of general management
  - Overall practices of general and artistic management
  - Financial planning/budgeting
  - Financial situation and activities
  - Treatment of clientele
  - Treatment of staff
  - Protection of assets
  - Communication and support to the board
  - Hiring, remuneration and benefits
  - Term, renewal and succession of management personnel

### **Organizational Structure**

Relevance: This is where the organization sets up the means to finance, structure and manage itself.

Contents:

- General principles on the company structure
- Organization chart
- Wage policy
- Board policies : governance regulations for board members and general management
- Policies and regulations for artists and touring staff
- Policies and regulations for administrative personnel

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### **Strategic planning, action plan or corporate plan**

Relevance: This is where the strategies are drawn up that ensure the organization can fulfill its mandate.

Contents:

- Summary of organization project: goals, activities, project cost
- Presentation of organization : legal status, corporate structure, leadership
- Project issues : challenges and problems
- Marketing and communication : clientele, analysis of competition, marketing strategy, pricing strategy, dissemination strategy
- Human resources management and training
- Financial feasibility : forecasted financial statements
- Production calendar and schedule
- Project impacts

### **Recovery plan**

Relevance: This is where the organization's ability to plan for risks and anticipate a new budgetary balance following a shortfall is established.

Contents:

- summary
- Analysis of the evolution of the situation
  - Mission and orientation
  - Method of production
  - Organization : board, staff, assets and leases, management information system
  - Market (target market and marketing)
  - Financial results : analysis of revenue and expenditures, budget balance
- Diagnosis of causes of deficit
- Plan of action
- Three-year budget plan
- Cash flow budget

### **Human resources policy including a policy of remuneration and benefits**

Relevance: People are the most precious resource of arts organizations. The management of human resources is a major challenge for arts organizations who want to attract, conserve and use the most talented and committed staff.

Contents:

- General principles of policy and objectives
- Position classification and scale levels
- Payroll proposal
- Job descriptions
- Job evaluation system
- Mechanisms of salary reviews (salary scales, individual salaries)
- Training plan

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### **Training and professional development plan**

Relevance: This is how arts organizations can hold onto qualified staff and benefit in the long term from the expertise of their employees.

Contents:

- General objective
- Needs assessment
- Plan presenting an overall look at proposed training activities
- Detailed description of each activity, presenting:
  - objectives
  - contents (when available)
  - details (duration – groups – etc)
  - detailed costs
  - proposed resources
  - responsibilities
- Global budget

### **For building managers : plan for maintenance of property holdings**

Relevance: By updating and maintaining assets a company shows healthy management of its physical resources.

Contents: A management plan for holdings, facilities and buildings contains multi-year planning for maintenance. It includes

- Lands and buildings
- Specialized equipment
- Information systems (databases, software)
- Computer and office equipment.