

**MINUTES OF THE PERSONNEL COMMITTEE OF  
NORTHWEST SPECIAL RECREATION ASSOCIATION  
HELD AT PARK CENTRAL  
3000 CENTRAL ROAD, ROLLING MEADOWS, IL  
ON THE 17<sup>th</sup> OF APRIL, 2023, AT 10:30 AM**

Executive Director Crawford called the meeting to order at 10:37 a.m. Administrative Manager, Jessica Vasalos took roll call. The following members of the Committee were present: Jan Buchs, Jeff Janda, Tony LaFrenere, Craig Talsma, Kevin Romejko and Christina Ferraro

Absent: Bob O'Brien

Also present: Tracey Crawford, Executive Director; Darleen Negrillo, Superintendent of Administrative Services and Jessica Vasalos, Administrative Manager as recording secretary

Staff Updates

Superintendent of Finance – Oral Report

Job Description – Director Crawford reported to the committee that the executive committee approved the Superintendent of Finance position. The applicant pool has not been great. Staff have hired a recruiter to recruit more qualified applicants. Superintendent Negrillo is looking to have interviews within a month hoping to have more qualified applicants for the position. There is a fee for Accurate Personal that is about 15 to 20%. There were no questions.

NWSRA Code of Conduct for Board Members

Executive Director Crawford informed the committee that the NWSRA Code of Conduct was sent to Steve Adams and asked the committee to review the draft that was presented. Director LaFrenere likes the premise and goal. However, has informed the committee that his attorney did not allow him to sign anything when a similar document was presented to his Chamber. Does not agree with putting NWSRA first and not having Schaumburg 1<sup>st</sup>. Director Talsma believes that the relationship between the Board and staff is better and is not sure that all of this information is needed. Executive Director Crawford offered to revise the document to not say that NWSRA is first. The interest cannot supersede the interest of their own districts. She also believes that this document is needed and to keep the integrity of the agency for future generations is detrimental. We can change the language to Park Districts would be first with an NWSRA as an extension. Director LaFrenere and Director Talsma propose that the Member District Boards will have to approve the Code of Conduct. Director Buchs interjected and agreed that an NWSRA Code of Conduct is needed. She read what is in Wheeling's Board Code of Conduct. This would go into the Board Manual that will be a policy. Executive Director Crawford will revise the document and bring to the May NWSRA Board Meeting.

### Staffing

Executive Director Crawford informed the committee that Full Time Staff competition is high. Younger staff are looking for higher salaries. Current open staffing positions at NWSRA are:

Accounting Clerk would be filled with the Office Support Clerk which is Part Time 2 position.

### Organizational Chart

Executive Director Crawford outlined the organizational chart with the committee which outlines open positions.

### Staffing

#### Full Time Staff

Director Crawford plans to have full time staff work Monday – Friday. This plan shifts recreation staff to M-F to try and retain staff because we cannot match the starting salaries of other member districts. PT staff will cover the bulk of weekend shifts. They will not travel with participants on trips. These staff will be more of a part-time 2 staff with benefits.

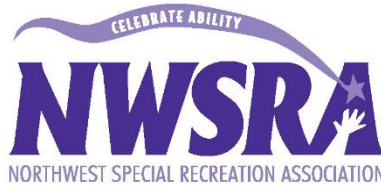
#### Part Time Staff

Part Time 2 staff recruitment

Superintendent Negrillo reported that still hiring for this level staff. Targeting the retired Special Education teacher or the DSP's that would like benefits and can work year-round and over the 1000 limit.

#### Clipboard Health

Director Crawford informed the committee that NWSRA is utilizing Clipboard to fill the vacancies that require DSP certifications. We hire them through Clipboard. It is a little costly but worth the cost. The only caveat to this is that the staff found through this service like the flexibility of the Clipboard service. Director Talsma asked staff to run the service through PDRMA. Superintendent Negrillo explained that this service is similar to a LYFT or UBER service where staff can work whenever they want. Director LaFrener asked that, if possible, these staff not wear their scrubs to assignments as to not draw attention to the assignment.



*We exist to provide outstanding opportunities through recreation for children and adults with disabilities.*

**Personnel Committee Meeting  
April 17, 2023 - 10:30 A.M.,  
Park Central Board Room  
Rolling Meadows, IL**

**Agenda**

- I. Staff Updates - Pages 2-5
  - A. Superintendent of Finance – Oral Report
    - 1. Job Description
  
- II. NWSRA Code of Conduct for Board Members - Pages 6-7
  
- III. Staffing - Pages 8-12
  - A. Full Time Staff
    - 1. Open Positions
      - a. Organizational Chart
    - 2. Monday – Friday plans
  - B. Part Time Staff
    - 1. Part Time 2 staff recruitment - Oral
    - 2. Clipboard

**Northwest Special Recreation Association**  
**Superintendent of Finance**  
Revised: February 27, 2023

**DEPARTMENT:** Administrative

**CLASSIFICATION:** Salary

**FLSA:** Exempt

**STATUS:** Full-time

**PAY GRADE:** 17

**REPORTS TO:** Executive Director

**DIRECT REPORT(S):** Accounting Clerk

---

**POSITION SUMMARY**

Plan and direct all accounting activities for the Association and the Foundation.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

**Personnel Management**

- Orient, train, supervise and evaluate direct reports including ongoing communication through meetings, in writing and oversight of responsibilities.
- Evaluate the progress of employees and make recommendations to supervisor for salary adjustments.
- Monitor development and coordination of department's projects in each area of responsibility.
- Oversee the supervision and monitor the progress on special projects for direct reports.
- Lead assigned employees in the development of programs, policies and related service areas with the Administrative Team.
- Assist in the hiring process for all Association employees as needed.
- Guide the professional and personal development of direct reports by seeking and creating opportunities for their further development.
- Provide proper orientation, job instruction training and in-service training to employees.

**Association Operations and Administration**

- Prepare reports, recommendations and complete special projects as required by supervisor.
- Select, recommend and inventory supplies and equipment which are associated with areas of supervision and responsibilities through inventorying, cleaning, inspection and re-stocking equipment and supplies.
- Complete assignments, including writing board reports, articles, letters and other correspondence; assisting with budget planning and preparation; proofreading employee's work and other documents and planning recognition activities.
- Cooperatively work with Executive Director, Administrative Team and Managers to plan the Association budget, produce quarterly reports, determine annual goals and objectives and personal goals for self and direct reports.
- Provide input to supervisors related to determining goals, budgets, supply and equipment needs, risk management resources, productivity and efficiency systems and employee development activities that may affect the Association's overall financial resources development.
- Use established purchasing procedures for purchasing, price quotes, formal bids and vendors for supplies, equipment and services.
- Develop and recommend policies and procedures for use by NWSRA and SLSF in providing safe and enjoyable programs and services.
- Effectively use phones, computers, tablets, computer software and internet for the performance of the job assignments.
- Maintain all required certifications.

- Actively participate in assigned team meetings, individual/supervisory meetings, planning or other Association meetings.
- Drive an Association or personal vehicle to all work-related events, programs and/or meetings as required.
- Prepare, receive and understand written material, whether by mail, facsimile, text or email and respond to phone calls, voicemails and written materials in a timely manner.
- Solve complex problems, work efficiently and effectively under pressure while meeting all deadlines for projects, assignments and events.
- Participate regularly in continuing education opportunities, in-services, state and national opportunities as appropriate to increase awareness and knowledge and develop new skills and techniques.
- Maintain a neat work area with easily accessible information in a logical filing system.
- Ability to multi-task, prioritize and meet multiple deadlines under pressure while maintaining strong attention to detail.
- Ability to perform basic record keeping functions and to assist in the development of systems to streamline the process.

### **Communication and Outreach**

- Provide physical and emotional support to both children and adults with limitations when working and participating in activities requiring assistance. Must be able to respond to the needs of individuals with disabilities.
- Develop and maintain effective communications with special education teachers, social service workers, volunteers, part-time employees, community members, parents, Member District employees, sponsors, donors and association personnel.
- Represent NWSRA and SLSF at meetings, presentations, events, and expos supporting community access to recreation for individuals with disabilities related to the disability groups served by the Association, gather program suggestions and build awareness of Association services.
- Gather program and service suggestions and work with the Administrative Team to adjust program offerings and conduct surveys to gather the needs, interest, questions, suggestions and/or problems from participants, parents and employees.
- Treat public complaints and concerns with the utmost attention and courtesy.

### **Position Specific Responsibilities**

- Maintains full integrity of all revenues, ensuring organization policies and procedures, as well as state and federal laws and regulations are followed.
- Oversee with the Superintendent of Administrative Services and the Executive Director the Association's financial systems.
- Responsible for completion of all Accounts Receivable and Account Payable processes and procedures.
- Responsible for the monthly and annual financial statements which includes the compilation of the warrant, while preparing monthly account reconciliations and journal entries.
- Prepare quarterly financial reports for NWSRA and SLSF. Ensures that the reported results comply with generally accepted accounting principles or financial reporting standards.
- Calculate, prepare, and file all State and Federal forms.
- Prepare and submit all 1099's and W-2's for NWSRA & SLSF.
- Review and suggests internal controls for more effective accounting procedures.
- Assist Executive Director and Superintendent of Administrative Services with recommending financial policies and formulates procedures by collecting data in the evaluation of financial operations and services to be analyzed.
- Work with Superintendent of Administrative Services on the budget preparation for NWSRA and SLSF.
- Maintains a logical plan of financial operation, cash flow and forecasts.
- Prepare reports and summarize findings related to the management of financial programs and procedures for NWSRA and SLSF.
- Liaison with and assists the external investment firms for coordinating and managing NWSRA and SLSF investments, transfers and certificates of deposits with Executive Director.
- Manage and process payroll process for the Association.
- Work with SLSF employees to maintain appropriate records for grants and restricted funds.
- Assist Superintendent of Administrative Services with the asset management system.
- Assist Executive Director with preparing and analyzing the Member District Assessment (MDAA) proposals and creates reports analyzing the prior MDAA's, gross populations from all Member Districts and payment cycles.

- Compiles fiscal estimates and prepares fiscal reports as requested.
- Ensures compliance with accounting procedures through observation, supervision, and testing.
- Develops procedures that ensure collections are complete and current.
- Establishes internal controls and guidelines for accounting transactions and budget preparation.
- Prepare business activity reports, financial forecasts, and annual budgets.
- Responsible for tax planning throughout the fiscal year; files annual corporate tax return.
- Audits accounts to ensure compliance with state and federal regulations; coordinates with outside auditors and provides needed information for the annual external audit.
- Presents recommendations to management on short- and long-term financial objectives and policies.
- Provides financial analysis with an emphasis on capital investments, pricing decisions, and contract negotiations.
- Ensures compliance with local, state, and federal government requirements.
- Other duties needed to help drive our Vision, fulfill our Mission and abide by NWSRA's Core Values.

### **Safety**

- Understand safety policies; maintain a working knowledge of all general and department-specific safety policies; and inspect work and program areas for compliance with safe work practices and policies.
- Enforce safety policies by improving employee and public knowledge while correcting unsafe behavior and conditions.
- Cooperate and assist in the investigation of accidents/incidents and attends all required safety program and education meetings.

### **COMPETENCIES**

**COLLABORATION:** Promotes and supports work teams and groups.

**RELIABILITY:** Performs responsibilities dependably and accurately, fulfills promised actions.

**RESPONSIVENESS:** Focuses on the customer, willingly helps other and provides prompt service.

**ASSURANCE:** Conveys trusts and inspires confidence.

**EMPATHY:** Deals with individuals, appreciates their differences, handles emotions and shows compassion for others.

**SELF-CONFIDENCE:** Recognizes the contributions of others and is conscious of own ability.

**INITIATIVE:** Begins and follows through energetically with plans and tasks.

**COMMUNICATION:** Shares information, listens to what others are saying.

**ADAPTABILITY:** Makes decisions and solves complex problems.

### **PHYSICAL REQUIREMENTS**

#### **Agility/Dexterity**

- Ability to kneel, rotate body position and reach into small spaces such as workstations or other equipment.
- Ability to stand/sit for extended periods and stoop when necessary.
- Repetitive motions of the wrists, hands and/or fingers.

#### **Weight Bearing**

- Ability to safely lift and transfer a minimum of 40 lbs. per load occasionally; up to 20 lbs. of force frequently; up to 10 pounds of force constantly to move objects.

#### **Environmental Conditions**

- Ability to perform in a variety of weather conditions, ranging from mild to severe, year-round and in facilities that may range in temperature.

- Ability to handle multiple projects in a busy and/or noisy environment, quickly transition between duties, troubleshoot/problem solve and handle stress in a calm professional manner.

**POSITION QUALIFICATIONS**

- Graduate from accredited college or university with a bachelor’s degree in Accounting, Business, Finance, or related field of study.
- Current Certified Park and Recreation Professional (CPRP) or the ability to get certified within an allotted amount of time determined by the policy of the Association and/or the Executive Director.
- Minimum three - five years of full-time experience with accounting, budgets, payroll and financial operations.
- Highly motivated, self-starter, outgoing and confident with excellent interpersonal and communication skills in the oral and written format is required.
- Demonstrate strong leadership qualities including confidence, maturity, flexibility and professionalism.
- Demonstrate thorough knowledge of the theory and philosophy of community recreation and have a commitment to persons with disabilities.
- Experience in the supervision, training and evaluation of employees with a supervisory style that includes well-developed organizational skills.
- Work independently, solve simple to complex problems, demonstrate dependability, promptness, punctuality and convey a positive attitude to others.
- Strong knowledge of budget processes, application and analysis.
- Serve as the vehicle for communication from the Executive Director to ensure that the mission, vision, policies and procedures of the Association are clearly communicated to all employees.
- Strong interpersonal skills and the ability to effectively communicate with employees, Board Members, interns, volunteers, drivers, parents/guardians, participants, Member District and school district personnel, as well as members of the public and demonstrate a flexible, patient and courteous manner.
- Demonstrate decision making, advanced planning, organizational skills and the ability to perform required duties under stressful situations without supervision.
- Demonstrate accuracy in data entry and ability to maintain records and computer documents in an orderly fashion.

---

I have received a copy and reviewed this job description and I understand all my job duties and responsibilities. I also acknowledge I have the ability to perform the essential functions as outlined.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Print Name

<p><b>EXECUTIVE DIRECTOR APPROVAL:</b></p> <p>Signature: _____</p>
--

# CODE OF CONDUCT FOR NWSRA BOARD MEMBERS

## INTRODUCTION

A member of the NWSRA Board of Directors (“Board”) must place the interests of Northwest Special Recreation Association (“NWSRA”) above personal and professional interests.

## DUTY OF CARE

The duty of care describes the level of competence that is expected of a board member and is commonly expressed as the duty of “care that an ordinarily prudent person would exercise in a like position and under similar circumstances.” This means that a board member has the duty to exercise reasonable care when they make decisions as a steward of NWSRA. Requires the Board and/or alternates to be diligent and prudent in managing NWSRA affairs.

## DUTY OF LOYALTY

The duty of loyalty is a standard of faithfulness; it dictates that the Board must act in good faith and must not allow their personal or professional interest to prevail over the interests of NWSRA.

- Act in a manner that enhances the integrity of the Board in the communities it serves.
- Not gain an improper advantage for their Member District due to their position on the Board.

## DUTY OF OBEDIENCE

The duty of obedience requires the Board to uphold the mission of NWSRA. They are not permitted to act in a way that is inconsistent with the mission of NWSRA. This duty also requires the Board to obey the law of NWSRA’s policies and procedures.

- Debate is encouraged, however once a Committee, Task Force, and/or Board makes a decision, the actions are final.
- The board members and/or alternates are obliged not to undermine the decisions of the Committee, Task Force, or the Board; but to support and implement the decisions.
- The board member shall be familiar with the governing documents of NWSRA, Bylaws, and policies and procedures; as well as the rules of procedure and proper conduct of meetings, so that any decision of the Board may be made in an efficient, knowledgeable, and expeditious manner.
- Each board member shall ensure that unethical activities, such as bullying, harassment, undermining, or discriminating conduct, or any other not covered or specifically prohibited by the forgoing or any other legislation, federal, and state laws are neither encouraged or condoned.
- As a board member you have a fiduciary responsibility to uphold and enforce NWSRA governing documents, mission, vision and values.

It is recognized that the role of a board member may include representing NWSRA in your communities and at your Member Districts. Such representation must be respectful of and consist with the board member duties. Unless otherwise designated or delegated, the Board Chair is the only official spokesperson for the Board.



## CODE OF ETHICS

The Board expects ethical and businesslike conduct of itself and board members. It expects board members to treat one another with respect, cooperation, and a willingness to deal openly on all matters. This includes proper use of authority and appropriate decorum and behavior as an individual and in a group setting while representing the Board and NWSRA.

- Board members must be loyal to the interests of NWSRA and avoid conflicts of interest.
- Board members should always show care and due diligence.
- Board members should always show respect for diversity, equity and inclusion.
- Accountability supersedes any conflicting interest prevailing over personal, professional, or member district interests; such as advocacy, interest groups, or membership on other boards.
- As a board member, your greatest legal responsibility is to put NWSRA's interests above your personal, your professional, and your individual member districts' interest.
- Board members or groups of board members who are interacting with the public, press or other entities, shall emphasize that they do not speak for the Board unless specifically designated to do so by the Board Chair.

In general, the use of good judgement based on high ethical principles will guide the Board with respects to the lines of acceptable conduct. However, if a situation arises where it is difficult to determine the proper course of conduct, or where questions arise concerning the propriety of certain conduct by an individual or individuals the matter should be brought to the attention of the Board Executive Committee. If the issue lies within the Board Executive Committee, the matter will be addressed with the Board Chair and NWSRA's legal counsel. In all questions involving ethics and conduct, the Board will make relevant determinations, except that any board member whose conduct is at issue will not participate in such discussions but will abide by any decisions that are made.

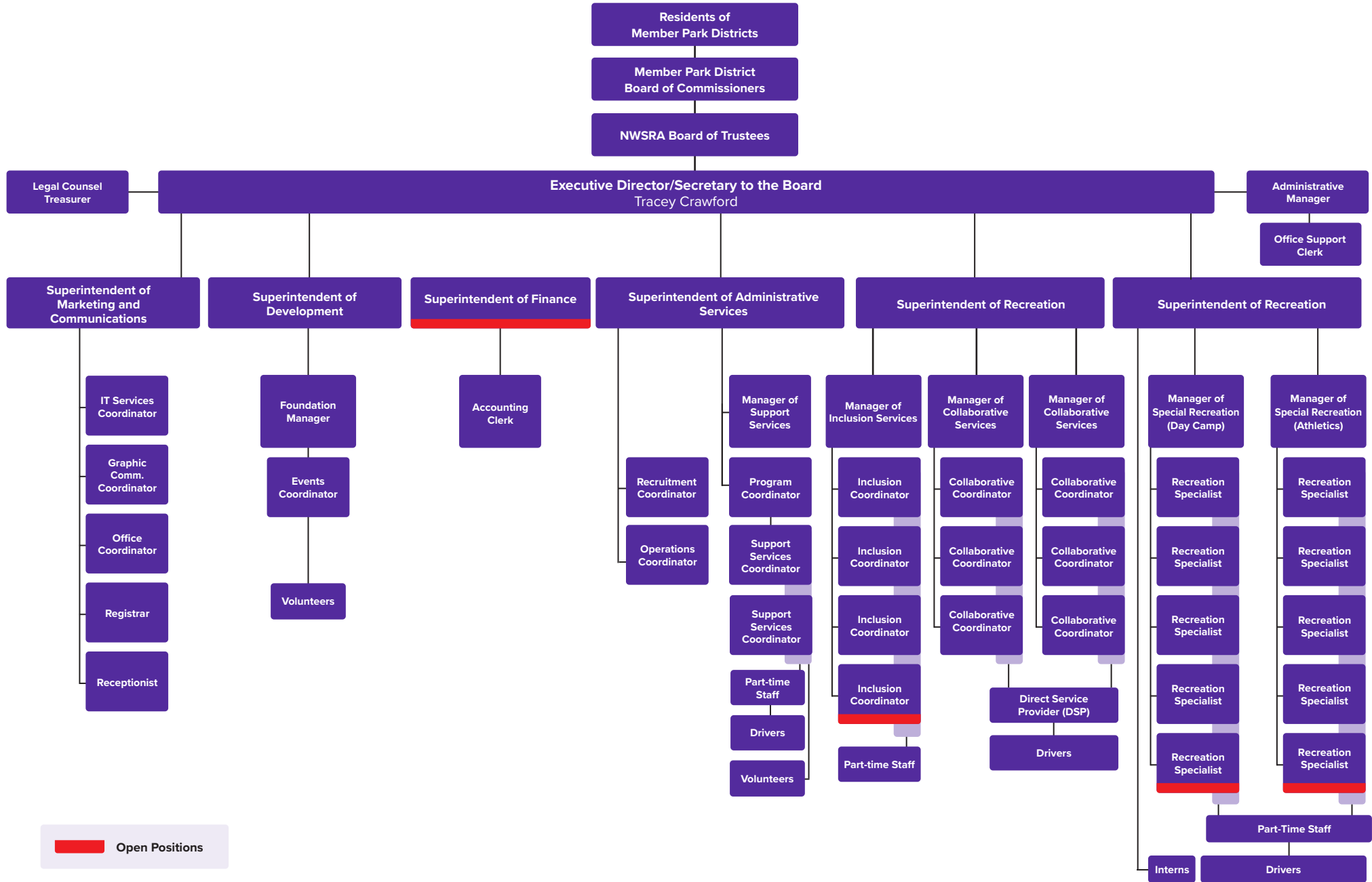
This document is not intended to be an exhaustive list of guidelines and will be subject to review when the NWSRA Board & Administrative Manual is reviewed. It is not foreseen that any guidelines contained in this document will cause difficulties for the Board, as the Board is expected to operate with the highest standard of integrity and professionalism. A copy will be given to existing and new members of the Board and the document will also be made available on the NWSRA Director's website.

The Board will be required to acknowledge this Code of Conduct/Ethics document, by signature, that they have received and understood the document. Breaches of the code may result in but are not limited to the individual board member's attendance being suspended, and the alternate attending in their place for any designated period of time agreed upon by the Board Executive Committee.

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Member District: \_\_\_\_\_

# Northwest Special Recreation Association Organizational Chart 2023



Clipboard Health raises \$80M from Sequoia Capital and IVP at a \$1.3B valuation. Learn more about our mission and team

**CLIPBOARD  
HEALTH**

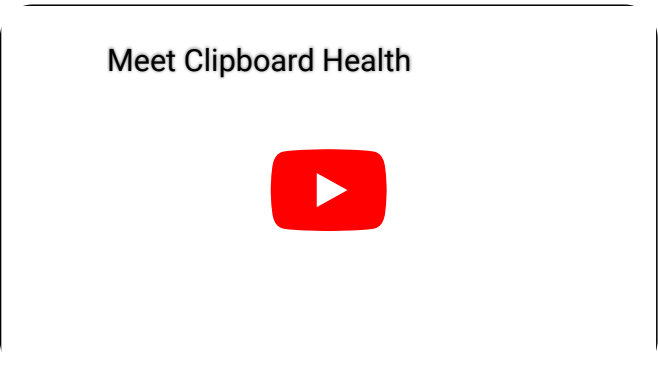
Sign Up

# Facilities

**COMBAT TALENT SHORTAGES  
COST-EFFECTIVELY**

## Combat talent shortages cost-effectively

Finding the right professional to fill shifts because of unexpected vacancies, employee vacations, or hiring freezes can be challenging. Sign up for access to our online marketplace, and start finding fast, easy and cost-effective healthcare talent solutions.



Find Talent

× Fill your open shifts today!

 A white circular button with a soft shadow, positioned below the notification banner.

Workplaces: What is Clipboar...



## How does Clipboard work for facilities?

Once you sign up for an account with Clipboard, you only have to log into our online marketplace, post your open shifts, and qualified professionals will pick up those shifts. Want to learn more about it? Watch our video, and then contact us today to sign up!

## Why Do Facilities Use Clipboard's Marketplace?

We've simplified and accelerated the process for locating talent and addressing shortages. That means you'll find the professionals you need quickly and easily, saving your facility precious time and money.



**Cost Effective**



**24/7 Support Team**



**National Participating Facilities**



**Qualified Professionals**

## PROFESSIONALS ♥ US

# Why use Clipboard?

A powerful suite of features helps you find qualified professionals at any time

Post open shifts directly on our marketplace, to quickly address talent shortages

Easily view healthcare professionals seeking shifts

Only post shifts on our marketplace when you need to — tomorrow or months from now

Cost-effectively locate and engage qualified healthcare professionals, with no hidden fees

## What Our Customers Are Saying...



**Keke Richardson**  
Staffing coordinator at St. Dominic Village

You are the most organized agency I've ever worked with and the most professional. It makes my life easier and saves me time.



**Anna Lipata**  
Director of Staffing Development at Redlands Healthcare Center

Most staffing registries are the same but Clipboard makes things easy for me by allowing me to post my shifts online when I need them.

# For Professionals

- Flexibility
- Best shifts and locations
- Great rates and no-wait payment




Submit

# For Facilities

- Top talent available now
- Instantly fill your open shifts
- No-hassle electronic timecards and sign-off

Get Started

## CLIPBOARD HEALTH



Clipboard is  
Joint  
Commission  
Certified

MORE INFO

About

Contact Us

Facilities

CONNECT

Facebook

LinkedIn

Twitter

YouTube

Pinterest

LEGAL

Terms of Service

Privacy Policy

CA Privacy Note

Do Not Sell My Personal Information

GET THE PROFESSIONALS APP



GET THE FACILITY APP



Date: May 24, 2023  
To: NWSRA Board of Trustees  
From: Tracey Crawford, Executive Director  
RE: NWSRA Board Code of Conduct

---

Motion to accept the NWSRA Board Code of Conduct as an additional policy to the Board and Administration Manual, as presented.

# **CODE OF CONDUCT FOR NWSRA BOARD MEMBERS**

Approved by personnel committee on 4/17/2023

Approved by the NWSRA Board of Directors - 

## **INTRODUCTION**

A member of the NWSRA Board of Directors (“Board”) are expected to consider the interests of Northwest Special Recreation Association (“NWSRA”) as an extension of the Member District and be of high moral and ethical character and work as a team to serve the 17 Communities that comprise NWSRA.

## **DUTY OF CARE**

The duty of care describes the level of competence that is expected of a board member and is commonly expressed as the duty of “care that an ordinarily prudent person would exercise in a like position and under similar circumstances.” This means that a board member has the duty to exercise reasonable care when they make decisions as a steward of NWSRA. Requires the Board and/or alternates to be diligent and prudent in managing NWSRA affairs.

## **DUTY OF LOYALTY**

The duty of loyalty is a standard of faithfulness; it dictates that the Board must act in good faith.

- Act in a manner that enhances the integrity of the Board as NWSRA is an extension of the Member District in the communities it serves.
- Not gain an improper advantage over other Member Districts due to their position on the Board.

## **DUTY OF OBEDIENCE**

The duty of obedience requires the Board to uphold the mission of NWSRA. They are not permitted to act in a way that is inconsistent with the mission of NWSRA. This duty also requires the Board to obey NWSRA’s by-laws, policies, and procedures.

- Debate is encouraged, however once the Board decides, the actions are final.
- The board members and/or alternates are obliged not to undermine the decisions of the Board; but to support and implement the decisions.
- The board member shall be familiar with the governing documents of NWSRA, Bylaws, and policies and procedures; as well as the rules of procedure and proper conduct of meetings, so that any decision of the Board may be made in an efficient, knowledgeable, and expeditious manner.
- Each board member shall ensure that unethical activities, such as bullying, harassment, undermining, or discriminating conduct, or any other not covered or specifically prohibited by the forgoing or any other legislation, federal, and state laws are neither encouraged nor condoned.
- As a board member you have a responsibility to uphold and enforce NWSRA governing documents, mission, vision, and values.



It is recognized that the role of a board member may include representing NWSRA in your communities and at your Member Districts. Such representation must be respectful of and comply with the board members' duties. Unless otherwise designated or delegated, the Board Chair is the only official spokesperson for the Board.

### **CODE OF ETHICS**

The Board expects ethical and businesslike conduct of itself and board members. It expects board members to treat one another with respect, cooperation, and a willingness to deal openly on all matters. This includes proper use of authority and appropriate decorum and behavior as an individual and in a group setting while representing the Board and NWSRA.

- Board members must be loyal to the interests of NWSRA as NWSRA is an extension of said Member District and avoids conflicts of interest.
- Board members should always show care and due diligence.
- Board members are expected to act in the best interest of NWSRA as it acts as an extension of the Member District and be free of outside influence and self-interest.
- Board members should always show respect for diversity, equity, and inclusion.
- Board members or groups of board members who are interacting with the public, press or other entities, shall emphasize that they do not speak for the Board unless specifically designated to do so by the Board Chair.

In general, the use of good judgement based on high ethical principles will guide the Board with respect to the lines of acceptable conduct. However, if a situation arises where it is difficult to determine the proper course of conduct, or failure to adhere to this Board Member Code of Conduct, may result in consultation with the Board Chair and the Association attorney. If the issue continues, it may become a matter of discussion at a regular board meeting in either open or closed session.

This document is not intended to be an exhaustive list of guidelines and will be subject to review when the NWSRA Board & Administrative Manual is reviewed. It is not foreseen that any guidelines contained in this document will cause difficulties for the Board, as the Board is expected to operate with the highest standard of integrity and professionalism.