

Scope of Work for the Project

Conach will meet with the Board of Directors and Funders prior to the start of the Project to clarify the Scope of Work and negotiate a Contract. This Project Initiation meeting will address the following:

Phase One – Reconceptualizing the Board

- **Activity One – Gather data to determine the most appropriate Board Structure for the Discovery Geopark.**
 - Review of Governance and Management Guidelines from the UNESCO Geopark Management Tool Kit.
 - Review the Board composition of UNESCO designated Geoparks in Canada (Cliffs of Fundy, Stonehammer, Perce, and Tumbler Ridge). It is anticipated that this information may be found on the websites of the Geoparks.
 - Review By-Law 6 – Proposed Changes to Discovery Geopark Board of Directors.
- **Activity Two - Present Findings of Board and Governance research to the Board.**
 - Conach will prepare a Findings Report that summarises the Research on UNESCO requirements, practices and models of other Geopark organizations and make recommendations for Board composition and committee structures.

Phase Two – Qualifying the Board

- **Activity Three – Review and Formalize Executive Position Descriptions**
 - Develop detailed position descriptions for Executive Positions of the Board including roles, responsibilities, authorities, desired skills and preferred experience.
- **Activity Four – Review and Formalize Director Roles**
 - Develop detailed description of roles and responsibilities for Director Positions occupied by representatives of community based NFP Organizations and representatives of Academic Institutions, the private sector and government partners.
- **Activity Five – Prepare Discovery Geopark for the recruitment of potential new members**
 - Conach will develop a Board Composition Matrix (BCM) for use with the Board of Discovery Geopark. Conach will use the Matrix to profile existing Board members, their skills and expertise and contribution to the organization and identify gaps in Board composition.

- Facilitate discovery meeting of Board and Staff using the Board Composition Matrix as a tool to identify potential and desired Board Members.
 - Conach will design a Structured Interview Guide reflective of the BCM, for use in interviews with potential Board candidates.
 - Conach will prepare an overview of Discovery Geopark that summarizes the history of the organization, its accomplishments and its challenges, expectations of Board members and anticipated time commitment. This overview will be sent to prospective Board members who have expressed an interest in the Board or whom have been contacted by Conach and confirmed potential interest.
- **Activity Six – Identify, Recruit and Screen Potential New Members**
 - Conach will conduct interviews with potential candidates for the Board, enter the relevant data into the Board Composition Matrix, rank candidates and present the information to the current Board for review and consideration.

Phase Three – Transitioning the Board

- **Activity Seven – Develop Orientation Manual for New Board Members**
 - Board member Duties, Oath of Confidentiality, Conflict of Interest Statement
 - Role of Board, Governance Responsibilities, Support for the Board
 - Role of Board Officers and Committees
 - Term of Office
 - Current Board Biographies
 - Current Budget most recent Financial Statements and Audit Report form previous year
 - Key Dates and Calendar
 - Staff Directory
- **Activity Eight – Develop the Onboarding Process for New Board Members**
 - Design the Onboarding Program
 - Define objectives
 - Identify Content (Geopark Vision and Mission, History and Geography, Policies and Procedures, Role Specific Training)
 - Create a Schedule
 - Prepare Resources (Training Materials and Tools)
 - Implementation
 - Orientation Session
 - Evaluation and Feedback
 - Monitor Progress and Sustain Engagement
- **Activity Nine – Review the Constitution and Bylaws of Discovery Geopark (2019)**

- The current constitution and bylaws are for a pending Designation of a Geopark. This document will need to be reviewed and changes made to reflect the findings of Activities One and Two of Phase One.
 - Redraft the Constitution and Bylaws for presentation to the Board.
- **Activity Ten – Initial Meeting of the New Board**
 - Facilitate the initial meeting of the reconstituted Board. Invite Staff to participate. The purpose of the session will be to review the Vision, Mission, and Mandate Statements of the Geopark. Conach will also facilitate a review and discussion of the proposed revised Constitution and Bylaws.
 - Conach will design and administer a survey to Board Members to identify areas of governance and board operations where they feel additional training may be required.

Phase Four – Enhancing Support for Operations

- **Activity Eleven – Develop a comprehensive operational policy and procedures manual.**
 - Conduct Workplace Audit Review. (Areas of focus – Strategic Plan, Recruitment and Orientation, Compensation and Employment Benefits, Employee Development and Retention, Safety and Well-Being, Financial Management and Controls, Documentation, Data Analysis and Digital Security and Diversity Equity and Inclusion).
 - Document existing policies and procedures. Evaluate continued relevance to current operations.
 - Prepare Gap analysis arising from the Workplace Audit Review and assessment of current policies and procedures.
 - Present the Gap Analysis to Board and Staff with recommendations for the revision of existing policies and development of new policies and procedures.
 - Develop new Policies and Procedures
- **Activity Twelve – Review and Formalize Job Descriptions**
 - Review Scope of Work for each Staff Position within the Organization in consultation with the current person occupying that position.
 - Review Job Description and map duties of each position. Circulate the revised Job Descriptions to the Board or Human Resources Committee to ensure that there is a collective understanding across the organization of the roles and responsibilities of each position
 - Prepare Draft Employment Contracts

- **Activity Thirteen – Annual Performance Reviews**
 - Create a Policy on Annual Performance Reviews
 - Develop a Performance Review Tool that is tied to the objectives of the individual Job Descriptions.
 - Develop a schedule of Annual Performance Reviews

Phase Five – Communications Plan

- **Activity Fourteen – Create Communications Plan for Discovery Geopark**
 - Articulate purpose of the Communication Plan
 - Identify internal and external communication requirements
 - Undertake a stakeholder analysis
 - Create messaging and identify mediums
 - Correlate messaging with target groups and mediums
 - Communication and information dissemination schedule
 - Launch and sustaining communications

Phase Six – Risk Assessment and Mitigation Strategy

- **Activity Fifteen – Develop a Risk Assessment and Mitigation Strategy**
 - Risk Identification
 - Risk Analysis
 - Risk Evaluation
 - Mitigation Strategies
 - Implementation and Monitoring
 - Communication and Coordination
 - Documentation and Reporting

Phase Seven – Priority Setting

- **Activity Sixteen – Ensure mission alignment of Priorities with Capacity**
 - Facilitate session with Board and Staff to review progress against the recommendations and expectations arising from the UNESCO Revalidation visit.
 - Solicit input from stakeholders on how the Geopark should set priorities.
 - Develop a work plan for the remainder of 2024 and 2025 that allows the Geopark to achieve its objectives
 - Meet with UNESCO to discuss the work plan.

Phase Eight – Final Report

- **Activity Seventeen – Final Report Submission**
 - Submit Draft Final Report to the Board of Directors
 - Schedule a preliminary review of the report with Discovery Geopark to ensure that the report meets expectations. Address any feedback or requests for changes.
 - Prepare an Executive Summary that highlights the key accomplishments of the project, summarizes the deliverables, and outlines any additional recommendations and next steps.
 - Develop a presentation summarizing the key points of the report. Schedule a meeting with the Discovery Geopark for the report presentation.