



Three Caps for Board Members

It is helpful to think of a board member as wearing only one of three possible caps at any one time serving an organisation.

1. Governance Cap (the only hat that carries the legal authority to govern)

- Worn only when in a board meeting with a quorum
- Can never be worn when working alone
- In wearing this cap, a board member acknowledges their duties of loyalty, care and responsibility for the organisation.
- The Team Leader is accountable only to decisions made by full board wearing their G caps.



2. Volunteer Cap (this cap carries no legal authority)

- Goes on when leaving a board or committee meeting
- Worn when working within the organisation whether alone, with staff or in a group.
- Board members volunteer to serve under the direction and supervision of staff.
- Worn when fundraising or representing the organisation
- Worn when informally working with the Team Leader



3. Implementer Cap (carries limited authority, seldom worn)

- Seldom worn as staff usually implement board policies
- Worn when a board resolution or the Team Leader gives a board member authority to implement a specific board directive
- Cap is removed when task is done

