

Principle	Potential Lower Level Definitions	Potential Criteria for Judging Consistency of materials	Potential Criteria for Judging Consistency of board behaviors
<p>10. Monitoring cont'd</p>	<p>4. Monitoring gives the Board the confidence that it is assured of owner accountable performance.</p> <p>5. The definition and process of monitoring are consistent with this principle and these lower level definitions.</p> <p>6. New issues that arise which are outside of the existing system are undefined criteria and not relevant to monitoring.</p> <p>7. Because Ends are statements of the organizational purpose to be achieved, the link of the Ends interpretation to organizational implementation must be clear.</p>	<p>Any "off schedule" monitoring should be clearly a decision of the full board, not a single member or subset of the board.</p> <p>References to any monitoring criteria or data outside of those found in the policies are noted as not meeting standards of monitoring.</p> <p>Any method of "overseeing" management should include any reasonable interpretation, data, and a comparison of actual against expected based on the any reasonable interpretation.</p> <p>If the board becomes aware of information that would cause a change in criteria or if they discover that a reasonable interpretation of the policy as written is unacceptable they do not hold the CEO accountable for it, they develop policy to shift the criteria.</p>	<p>Does the board require that monitoring begin with a reasonable interpretation regardless of the method?</p> <p>Does the board take appropriate and official action for non-compliance (e.g. setting a deadline for compliance)?</p> <p>Does the board change its monitoring schedule by a vote of the board? Is such a vote incorporated into the policy?</p> <p>Does the board provide communication to the owners it represents as to acceptable performance within acceptable parameters of operational means</p> <p>No judgment by the board or a member of it lies outside of the monitoring process and never focuses on any position but the CEO's.</p> <p>When the board discovers the potential need for new criteria does it have a mechanism to address it in policy development? If so, does it actually use that mechanism?</p>

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10. Monitoring cont'd		<p>The monitoring process in general is described as including the following steps:</p> <ol style="list-style-type: none"> 1. The board becomes aware of or ascertains desired criteria. 2. The board develops policy defining the criteria. 3. The monitoring is conducted against the defined criteria. 4. The board requires both a reasonable interpretation and actual data showing that the reasonable interpretation is accomplished. 5. In cases where there is not a reasonable interpretation or where the data does not show accomplishment of the board assigns a deadline 	<p>Does it maintain the discipline of only holding the CEO accountable for criteria as stated to date in the board's official policy, disallowing any judgment on things not stated?</p> <p>Is the board's process for assessing the CEO's performance of a reasonable interpretation of Ends being conducted in an appropriate manner and timeframe?</p>