Executive Director Relationship Governing Policies – Sample

Executive Director Relationship with Employees

Regarding the treatment of employees, the Executive Director will ensure a healthy and safe working environment and working conditions that are fair, respectful, dignified and nondiscriminatory.

Further, the Executive Director will:

1. Not knowingly practice, condone or tolerate harassment of any kind within the organization and its working environments.
2. Ensure that individual job performance will be the only basis for discrimination among personnel.
3. Ensure the protection of personnel from unsafe or unhealthy conditions in the workplace.
4. Provide a fair and equitable complaints and grievance process that is free from retribution.
5. Respect the communication protocols established by and set out in Board policy.
6. Ensure personnel are knowledgeable of Board and organizational policies.
7. Ensure that employment practices do not contradict or violate rules and regulations of the Employment Standards Act of British Columbia.
8. Ensure that fair and transparent process and procedures exist and are followed for the termination of any employee and that any termination minimizes risk to the organization. The Executive Director will also ensure that the Board is informed of terminations.
9. Ensure that performance evaluations are conducted annually for all staff and that the results are used as a means of helping staff identify areas for performance improvement.

Executive Director Relationship with Financial Planning and Budgeting

Annual operational budgeting for any fiscal year shall as accurately as possible reflect the on-going costs of maintaining the organization, include the required fiscal resources to achieve the Board’s vision and strategic goals, and not place the organization at financial risk.

Accordingly:

1. The Executive Director is responsible for the development of the organization’s budget that must then be submitted to the Board for approval.
2. The Executive Director must provide operational and capital financial plans that contain sufficient detail to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow and subsequent audit trails, and disclosure of planning assumptions on which the budget is based.
3. The Executive Director shall ensure the budget is derived from the organization’s strategic and operational plans.
4. The Executive Director’s budget shall include sufficient funds annually for Board operations, such as costs of fiscal audit, Board development, Board and committee meetings and Board legal fees.
5. The Executive Director may not submit a deficit budget for Board approval unless authorized to do so by the Board.
6. At least six months prior to the beginning of each fiscal year, the Executive Director must submit to the Board for its consideration and discussion, the proposed operating and capital budgets for that fiscal year.

Executive Director Relationship with Financial Management

The Executive Director is responsible for the on-going management of the organization’s financial resources and for not placing the organization at risk.

Accordingly, the Executive Director will:

1. Follow the terms and conditions set out in the organization’s contract(s) with project funders with respect to revenues and expenditures.
2. Ensure the use of funds from all sources comply with the Board’s financial-management policies.
3. On learning of and verifying a potential revenue shortfall, report this situation to the Board within two days of verifying the shortfall and be governed by their direction.
4. Not indebt the organization without approval by the Board.
5. Only use any unexpended funds or long-term reserves for purposes specified by the Board.
6. Have the discretion to re-allocate the use of funds within a budget category or specifically funded project but may not move funds among categories or specifically funded projects.
7. Not allow cash to drop below the amount needed to meet its obligations in a timely manner.
8. Ensure tax payments or other government-ordered payments or filings are not overdue or inaccurately filed.
9. See that quarterly financial statements, monthly bank statements and reconciliation reports are reviewed by the Audit Committee and signed off by the Chair of the Audit Committee.
10. Submit to the Board on a quarterly basis a financial statement, signed off by the Chair of the Audit Committee, that contains a variance analysis and a variance report.
11. Follow generally accepted accounting principles with respect to the financial-management practices and procedures of the organization.
12. In emergency circumstances where he/she is unable to contact the Board, authorize the minimum expenditures necessary to ensure the safety of the organization then check with the Board regarding further action. These expenditures will be reported to the Board in a timely manner.
13. Ensure that organization-issued cheques have the signature of the Executive Director and one officer of the Board or one designated Board member.
14. Ensure that the purchase of equipment and office furnishing is based on current market prices.
15. Not allow banking of sick time and holiday time by organization employees.
16. Ensure that unexpended project funds are returned to the funding source for the project.

Executive Director Relationship with Risk Management and Assets

The Executive Director may not engage in risk management practices that cause the assets to be unprotected, inadequately maintained or placed at risk.

Accordingly, s/he may not, without Board approval:

1. Fail to insure against theft and casualty losses to at least 80 percent replacement value or fail to insure against liability losses to Board directors, staff or the organization itself in an amount at least equal to the average from comparable organizations.
2. Subject office facilities and equipment to improper wear and tear or insufficient maintenance.
3. Expose the organization, its Board or staff to claims of liability.
4. Make any purchase or commit the organization to any expenditure that does not comply with Board policies.
5. Receive, process or disburse funds under controls insufficient to meet the Board-appointed auditor’s standards.
6. Invest or hold operating capital that does not comply with Board policy (see Financial Management).
7. Acquire, encumber or dispose of real property unless within Board guidelines.
8. Fail to ensure there are adequate controls in place to protect the organization’s assets.

Executive Director Relationship with Communication

It is the responsibility of the Executive Director to ensure that the Board is kept informed in a timely manner on matters that will impact their ability to govern the organization.

Accordingly:

1. The Executive Director shall make every effort to ensure the Board is well informed on matters affecting the governance, safety and well-being of the organization
2. The Executive Director shall ensure staff and external points of view on issues, where required or appropriate, fully inform the Board on matters under its consideration.
3. The Executive Director shall submit monitoring data specified by the Board in an accurate and timely fashion.
4. The Executive Director will deal with the Board as a whole, except for the occasional instance where he/she might be asked to fulfill an individual director’s request for information.
5. The Executive Director must submit to the Board information and advice that:
6. is objective and timely;
7. has no significant gaps in completeness and accuracy; and
8. where relevant, reflects the opinions of those who work in the organization, and where appropriate or required the views of relevant external interested parties.
9. The Executive Director will comply with requests for information from the Board as a whole.
10. The Executive Director will report, in a timely manner, actual or anticipated noncompliance with any policy of the Board.

Executive Director Relationship with Conflict of Interest

The Board expects ethical and businesslike conduct from its Executive Director.

The Executive Director has a responsibility for compliance with applicable legislation, all laws and regulations affecting not-for-profit organizations and employers, and the policies of the Board of Directors. This responsibility and accountability supersede any responsibility to staff, members and interest groups.

The Executive Director must avoid any conflict of interest with respect to his/her legal and fiduciary responsibilities.

Accordingly, he/she will:

1. Ensure there is no self-dealing or any conduct of private business or personal services between the Executive Director and his/her family and/or private business associates and the organization except where policies and practices exist to control and assure openness, competitive opportunity and equal access to "inside" information.
2. Not use his/her position to obtain for family members or close associates employment within the organization.
3. Temporarily withdraw from the selection and engagement process, should a member of the Executive Director’s family or private business associates be considered for employment.
4. Ensure that s/he and any of the organization’s managers are not in a position of supervising family members or friends employed by the organization.