

Role of the Executive Director

1. Policy

The Executive Director, appointed by the Board, functions within given authority limitations as provided for in Board policy, and is accountable to the Board.

2. Role

The role/responsibilities of the Executive Director shall include, but shall not be restricted to the following:

- a. Serve as a primary team leader and administrative officer for the Association's professional and support staff; exercise sound management of the Association's human, fiscal, capital and material resources as well as its day-to-day operations.
- b. Serve as the leader of the staff in all efforts to achieve the Association's mission and the goals of the organization.
- c. Maintain an issues management process that effectively enhances the Association's involvement in the public policy process.
- d. Sustain a strategic planning process that will engage the Board in positioning the Association for success in ensuing years.
- e. Offer a relevant program of services to Members.
- f. Provide for effective liaison with both elected members and appointed officials of the Provincial Government, and related associations and institutions.

3. Delegation to Staff

The Executive Director may delegate authority to the staff. However, any authority or accountability delegated to staff shall be considered to be the authority and accountability of the Executive Director. The Board shall hold the Executive Director accountable for all actions of the staff.

Delegation to the Executive Director

All board authority delegated to staff is delegated through the Executive Director, so that all authority and accountability of staff is considered to be the authority and accountability of the Executive Director.

1. The Board will direct the Executive Director to achieve the Boards' goals and policies, for stakeholders, guided through the establishment of Goals policies. The Board will limit the latitude the Executive Director may exercise in practices, methods, conduct and other "means" to the goals through establishment of Executive Limitations policies.

2. As long as the Executive Director uses any reasonable interpretation of the Board's Goals and Executive Limitations policies, the Executive Director is authorized to make recommendation on all further policies, make all decisions, take all actions, establish all practices and develop all activities.
3. The Board may change its Goals and Executive Limitations policies, thereby shifting the boundary between Board and Executive Director domains. By so doing, the Board changes the latitude of choice given to the Executive Director. So long as any particular delegation is in place, the Board will respect and support the Executive Director's choices. This does not prevent the Board from obtaining information in the delegated areas.
4. Only decisions of the corporate Board acting as a body are binding upon the Executive Director.
5. The Executive Director approaches the Board through the President.
6. In case of Directors or stakeholders requesting information or assistance without Board authorization, the Executive Director may refuse such requests that, in the Executive Director's judgment, require a material amount of staff time or funds or is disruptive.

Monitoring the Executive Director Performance

Monitoring Executive Director performance is synonymous with monitoring organizational performance against Board policies on Goals and on Executive Limitations. Any evaluation of Executive Director performance, formal or informal, may be derived only from these monitoring data:

1. The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to create the future rather than to review the past.
2. A given policy may be monitored in one or more of three ways.
 - a. Internal report: Disclosure of compliance information to the Board from the Executive Director.
 - b. External report: Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the board. Such reports must assess executive performance only against policies of the board, not those of the external party unless the board has previously indicated that party's opinion to be the standard.
 - c. Direct Board inspection: Discovery of compliance information by a Director, a committee or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board which allows a "prudent person" test of policy compliance.
3. Upon the choice of the Board, any policy can be monitored by any method at any time. For regular monitoring, however, each Goals and Executive Limitations policy will be classified by the Board according to frequency and method; for example, by quarterly internal reports, by annual external reports, and by semi-annual direct inspection.

Every 2 years the Board will have a formal evaluation of the Executive Director. This evaluation will not only consider monitoring data as defined here, but as it has appeared over the intervening year.

General Executive Limitation

The Executive Director shall not cause or allow any practice, activity, decision, or organizational circumstance which:

- is contrary to the mission and vision of the SCSBA;
- is contrary to the teachings of the Catholic Church;
- is imprudent; is in violation of commonly accepted professional and business ethics, or contrary to the Organizational Bylaw, or any relevant legislation, or any law; and will endanger the organization's public image, credibility, or accomplishment of mission.