

Who is Responsible – The Board or Staff?

These are suggested GUIDELINES for areas that must be addressed and have roles and responsibilities assigned in all organizations but are often confusing to delegate. Individual boards and their ED's may divide this list up somewhat differently and deal with some issues as standard policies or by written executive limitations that are changed from time to time. The agency list should reflect each circumstance rather than be regarded as a template which is written in stone.

	AREA	BOARD	MANAGEMENT
Planning	Mission/Vision	Takes responsibility and approves	Provides input
	Strategic Plan	Takes responsibility, approves and monitors	Provides input and may provide admin support
	Business Plan	Approves and monitors	Develops
	Operational Plans	Approves and monitors	Develops and administers
Operations	Day to day operations	No Role	Makes all management decisions
	Volunteers	Approves volunteer policies	Makes all management decisions
Financial	Budget	Approves	Develops and recommends
	Financial Policies	Adopts policy Sets limits of authority	Recommends
	Capital purchases	Approves	Prepares requests. Approves up to staff limits of authority
	Decision on building, renovations, leasing, expansion	Makes decision, assumes responsibility	Recommends (could also sign contracts if given authority)
	Supply and services purchases	Establishes policy and approves budget for supplies	Purchases according to board policies and maintains an audit trail
	Major repairs	Approves	Obtains estimates and prepares recommendations

	AREA	BOARD	MANAGEMENT
Financial Cont'd	Minor repairs	Policy should include amount that can be spent without board approval	Authorizes repairs up to pre-arranged amount
	Emergency repairs	Works with Executive Director	Acts with concurrence with board chair
	Service fees	Approves	Develops and recommends fee schedules
	Billing, credit and collections	Adopts policy	Develops, recommends and implements policy
	Audits	Annual audit responsibility May call an audit at any time.	participate
Funding	Fund raising	<u>Actively</u> supports fund development activities; Networks and advocates for organizational support.	Develops and implements fund development initiatives
HR & Volunteers	Hiring of staff	ED Only	Hires ED within approved budget levels
	Staff assignment	ED Only	Establishes within approved budget levels
	Firing of staff	ED Only	Makes final termination decisions
	Staff grievances	Only if ED is the subject of the grievance	Grievances stop at the Executive Director
	HR policies	Adopts policy	Recommends and administers
	Staff Salaries	Executive committee establishes Executive Director's salary, approves salary bands, and approves budget for total salaries	Approves salaries with recommendations from supervisory staff, within approved budget

	AREA	BOARD	MANAGEMENT
	Staff evaluation	Evaluates Executive Director (may include feedback from staff) Evaluates Board members	Evaluates all other staff
PR & Communication	Internal and external communications whether in person or other	Always represents the organization in a professional and supportive manner. Supports and Represents board decisions.	Operations responsibility for communications with clients and stakeholders