

### **III. BOARD-EXECUTIVE DIRECTOR RELATIONSHIP**

---

#### **ADDENDUM TO III. A. Delegation to the Executive Director**

##### **EXECUTIVE DIRECTOR ROLE DESCRIPTION**

As the sole direct employee of the Board of Directors, the Executive Director is accountable for all organizational performance. His/her primary responsibility is to lead and manage the organization to achieve its Ends in accordance with its Strategic Directions, using any means that are legal, ethical and prudent.

The Ends of the organization are written Board policies which are under continuous review and evolution. They are stated in general terms as the Mission. They are expressed more specifically as Strategic Directions and Goals for given periods of time. They are further expressed as limited-term objectives which are periodically negotiated together and assigned by the Board.

The Board's written Executive Limitations policies describe the boundaries of legality, ethics and prudence within which the Executive Director must act. The Board may periodically identify specific areas within these policies which it wishes to monitor by negotiating with and assigning limited-term objectives to the Executive Director.

The day-to-day responsibilities and activities of the Executive Director, which are drawn from the above, are described in the following **Role Description**:

##### **Resource to the Board of Directors**

1. Provide leadership and advice to the Board in developing a vision and strategic plan to guide the organization.
2. On an ongoing basis, identify, assess, and inform the Board of internal and external issues affecting the agency. Provide regular reports with sufficient detail for accurate assessment of achievement of the organization's ends and its financial condition.
3. Supply secretariat services for the Board (including its committees), e.g., correspondence, drafting policies, preparing agendas and supporting materials.

##### **Representation**

1. Represent the agency in the community and with funding sources, advocating for the specific needs of the Jewish community and the agency's clients, and for the amelioration of the political, cultural, social and economic conditions and influences which impact the Jewish and general communities within the scope of the agency's ends.
2. Contribute to the achievement of the agency's broad vision through participation in collective and sector-wide organizations and initiatives
3. Promote knowledge of the agency in both the Jewish community and the community at large.

##### **General Administration, Fiscal and Agency Management**

1. Produce budgets and operational plans in order to achieve the ends of the organization, in accordance with the strategic directions set by the Board, and develop and maintain a human and physical infrastructure able to execute the plans.

### **III. BOARD-EXECUTIVE DIRECTOR RELATIONSHIP**

---

2. Ensure effective, efficient and ethical agency operations with adequate levels of internal accountability, and policies and procedures for dealing with clients, staff and community.
3. Ensure that agency by-laws and policies are complied with and amended as required, and ensure compliance with funder and regulatory requirements, including maintenance of the agency's non-profit and charitable status.

#### **Program Development**

1. Remain informed with significant trends and developments in the voluntary sector, and maintain relationships with key sectoral organizations and other service providers in order to ensure quality and relevance of agency programs, and to identify appropriate niches for new program development.
2. Oversee the development and implementation of all agency programming.
3. Ensure that all ethical, legal and contractual obligations are met, including keeping of required records.
4. Develop new program initiatives consistent with the Board's strategic directions.
5. Continually monitor and evaluate the effectiveness of agency programs, and make changes accordingly.
6. Oversee the planning, implementation, execution and evaluation of special initiatives, programs, and projects, with Board involvement as appropriate.

#### **Fund Development**

1. Secure adequate funding for the operation of the agency and new program development.
2. Develop and oversee fundraising initiatives for the agency. This includes assisting the Board to identify fund development activities it may be involved in and to provide leadership and support for its involvement as required.

#### **Client Service**

1. Foster a warm, caring and safe environment with an atmosphere of professional integrity so that the agency is a place where clients and staff feel welcome, respected, and nurtured.
2. Ensure clients' rights to be treated with dignity and respect are upheld.
3. Provide opportunities for clients and the public to give feedback and complaints with ease, and ensure that complaints are handled with respect and integrity.

#### **Personnel Management**

1. Hire, supervise and evaluate employees and contract with contractual workers.
2. Ensure that sound human resource policies, procedures and practices are in place, and that employee records, job descriptions and performance evaluations are maintained.
3. Establish a positive, healthy and safe work environment in accordance with relevant legislation and regulations.
4. Build and maintain an effective staff team.
5. Encourage and budget for staff development and education.
6. Ensure ethical and responsible support and oversight for practicum students and volunteers.