

## **Friends of Black Rock High Rock Executive Limitations Policy**

To facilitate optimum effectiveness, the board of directors of Friends of Black Rock High Rock recognizes its responsibility as being generally confined to establishing governing policies, leaving implementation and any reasonable interpretation of policies, within executive limitations, to the Executive Director (ED).

1. Only the board, by majority agreement, has authority over the ED.
2. Policies about goals direct the ED to achieve certain results; executive limitations policies constrain the executive director to act within acceptable boundaries of prudence, ethics, legality, and effectiveness. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.
3. All board authority delegated to staff is delegated through the ED who is accountable to the board.
4. The board's sole official connection to the operational organization, its achievements and conduct will be through a Director.
5. The Director is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the Director. Accordingly:
  - a. The board will not evaluate, either formally or informally, any staff other than the ED.
  - b. The director will have two formal reviews, one in June, the second one at the end of the fiscal year.
  - c. The board will view ED performance as identical to organizational performance, so that organizational accomplishment of board stated goals and avoidance of board proscribed means will be viewed as successful Director performance.
6. The Executive Director is accountable to the Board for all organizational performance and exercises all authority transmitted to the organization by the Board. The Executive Director is answerable and accountable to the Board as a whole. The Executive Limitations principles describe the boundaries of prudent ethical behavior within which the Executive Director can operate.

The Executive Director:

- Is responsible for implementing the policies and directions of the Board.
- Manages the staff, operations, facilities, finances and programs and services.
- Ensures a team approach is implemented across the organization.

- Is responsible for ensuring that the operational planning and finance management does not materially deviate from the Board priorities, strategic directions and approved budget.
- Acts as a professional adviser to the Board and in this capacity recommends appropriate policies for Board consideration.
- Is responsible for implementing procedures related to policies and programs.
- Is responsible for ensuring that the Chair, Executive Committee and the Board of Directors are accurately and fully informed regarding the organization's programs, business and finances.

### ***7. Global Constraints***

The Executive Director shall not cause or allow any practice, activity, decision, or organizational circumstances that are unlawful, imprudent, or in violation of commonly accepted business and professional ethics, or in violation of practices or policies of the organization.

### ***8. Financial Conditions and Activities Constraints***

- The Executive Director shall not endanger the fiscal soundness or viability of the organization for future years through any material deviation from actual expenditures authorized. This includes not expending more funds than have been received in the fiscal year to date, without prior approval from the Board of Directors.
- The Executive Director shall not receive, process or disburse funds under financial controls which do not meet generally accepted accounting principles, including those for not-for-profit organizations
- Executive Director will provide credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions to the organization.
- The Executive Director shall settle payroll and debts and ensure filings of reports to governments and other funders in a timely manner.
- The Executive Director shall ensure a monthly review and quarterly report of the organization's financial situation, including review of budget to actual variance reports.

### ***9. Human Resources Constraints***

- With respect to the treatment of employees and volunteers, the Executive Director may not cause or allow conditions that are unfair, disrespectful, undignified, discriminatory or unsafe.
- Actions taken with employees may not be in contravention of legislated employment or human rights standards, any negotiated employment agreements or the organization's Personnel Policy.
- The ED shall operate with human resource policies that clarify rules and procedures, ensure appropriate staff support such as job descriptions, supervision and performance reviews, staff development opportunities, provide for effective handling of grievances, and protect against wrongful situations such as discrimination, harassment and conflict of interest.

- The Executive Director shall provide staff with sufficient information to allow them to do their jobs satisfactorily
- The Executive Director shall handle all internal grievance procedures but may not prevent staff from grieving to the Board when the internal grievance procedure has been exhausted.
- The Executive Director shall not change his/her compensation and benefits; promise or imply guaranteed employment; create obligations over a longer-term than revenues can be safely projected; or establish compensation levels and benefits for employees that deviate from the geographic or professional market for the skills employed.
- The Executive Director shall establish and maintain a work environment that fosters teamwork, communication, efficiency, and effectiveness.

#### ***10. Information Management Constraints***

- The Executive Director shall develop and maintain effective information systems that assist the organization in carrying out and evaluating its goals, objectives and services.
1. The Executive Director shall not fail to protect information and files from loss, significant damage and inappropriate access. This includes meeting the Records Management Policy requirements for records retention and confidentiality related to financial information management and client data, as well as ensuring that there are back up and recovery plans in place for computerized data.

#### ***11. External Relationships Constraints***

- With regard to external relationships, the Executive Director may not cause or allow any action that might harm the integrity of the organization's relationships with external stakeholders and partner agencies or endanger the organization's credibility and public image.
- The Executive Director will not engage in alliances and public statements without prior approval of the Board and that counteract the organization's mission and values and Board policy.
- Executive Director shall not permit any information to be provided to stakeholders that is contrary to positions established in the organization's policy.
- The Executive Director must establish and implement a process that ensures that external stakeholders' comments and complaints are responded to fairly, consistently, respectfully, and in a timely manner.
- The Executive Director must provide information and submit reports to funders, donors and community members that are complete, accurate, succinct and timely.

#### ***12. Emergency Executive Director Succession Constraints***

In order to protect the organization from sudden loss of executive director services, the Executive Director shall ensure that at any one time at least one member of the staff is familiar with the day-to-day functional operations and process at the agency so that a successor can take over with reasonable proficiency.