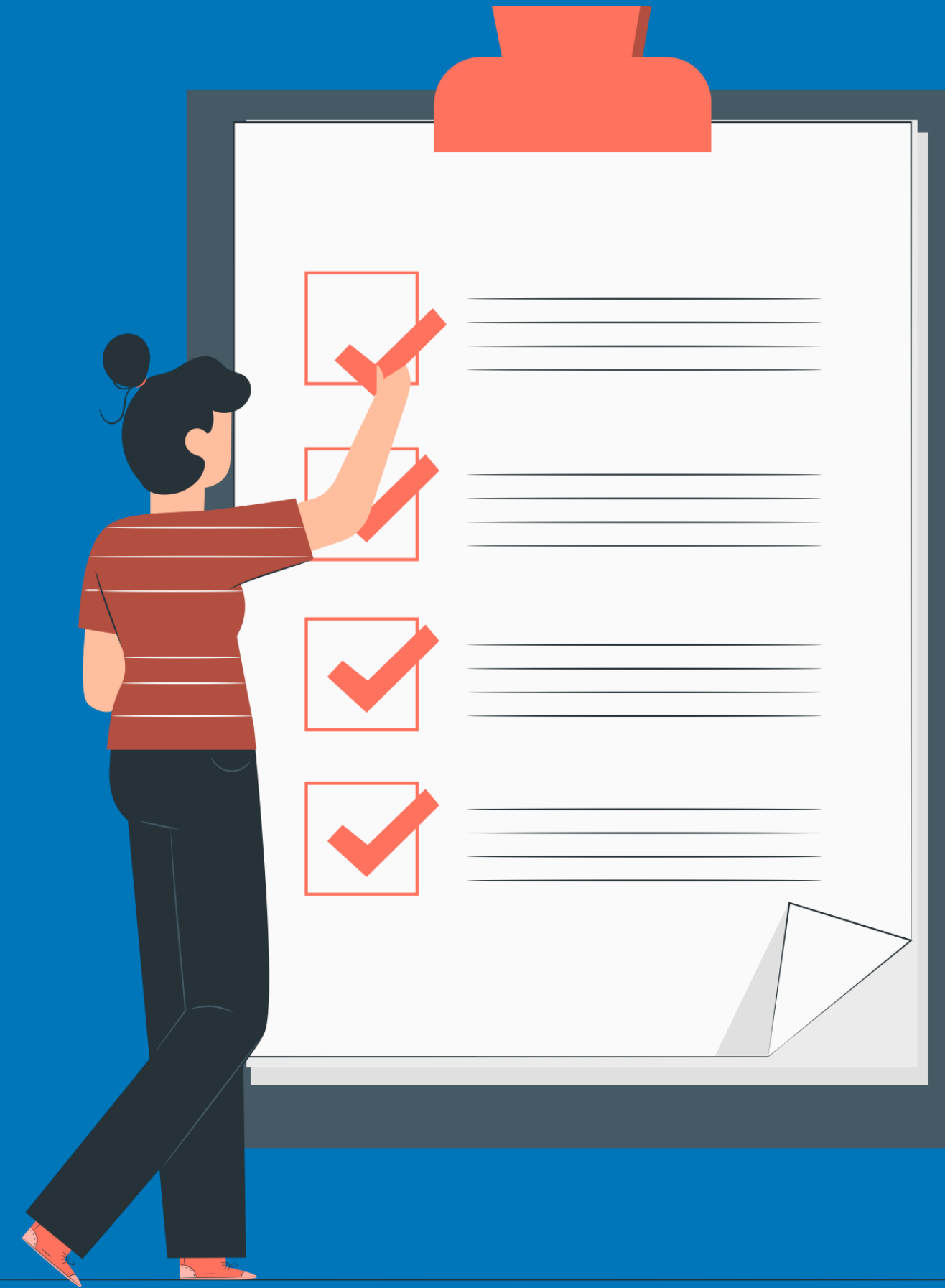




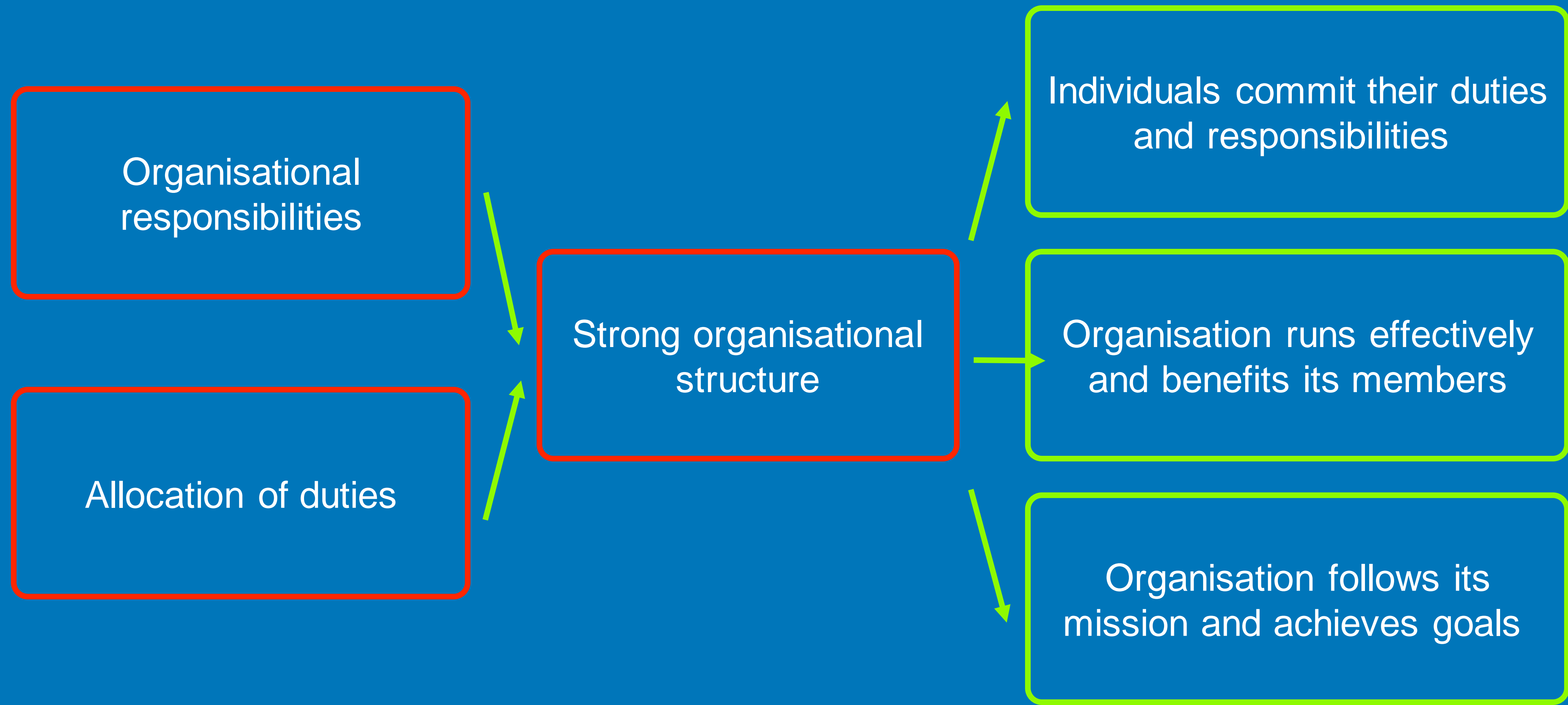
Roles and Responsibilities

DISCUSSION IN GROUPS

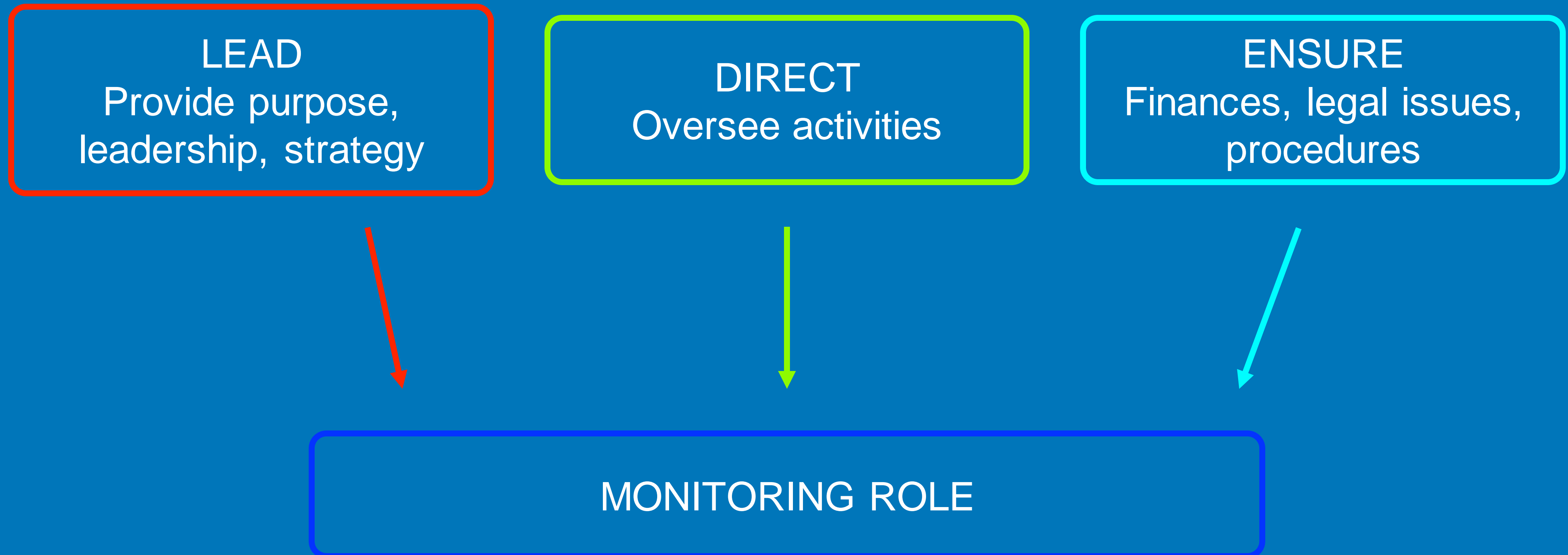
- Are board and staff roles and responsibilities clear to you?



WHY IS IT IMPORTANT?



ROLES OF BOARD MEMBERS



ROLES OF BOARD MEMBERS

DIRECTION

Mission
of the organisation
Decides the right direction

OVERSIGHT

Monitoring of activities
Ensure that organisation
is doing well

RESOURCES

Ensures finances,
capable staff, and good
reputation

ROLES AND RESPONSIBILITIES



BOARD

Envisions the future of organisation

Provides oversight and guidance

Ensures that organisation is aligned with mission and values of organisation



EXECUTIVE DIRECTOR

Make it reality

Implementation

Day-to-day operations of the organisation



STAFF



BOARD

ENVISIONS

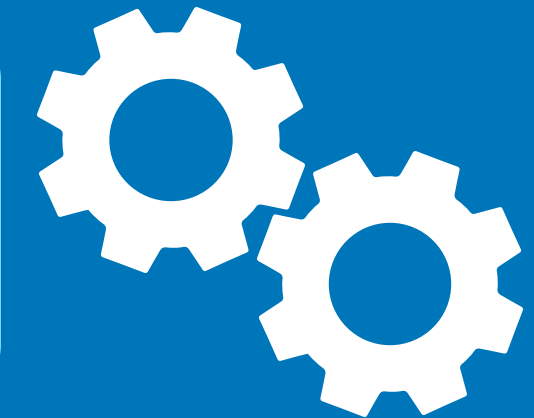
OVERSIGHT



STAFF

MAKE VISION IT
REALITY

IMPLEMENTATION

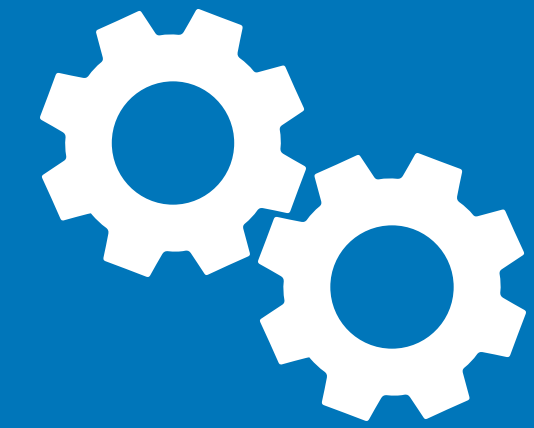


MISSION

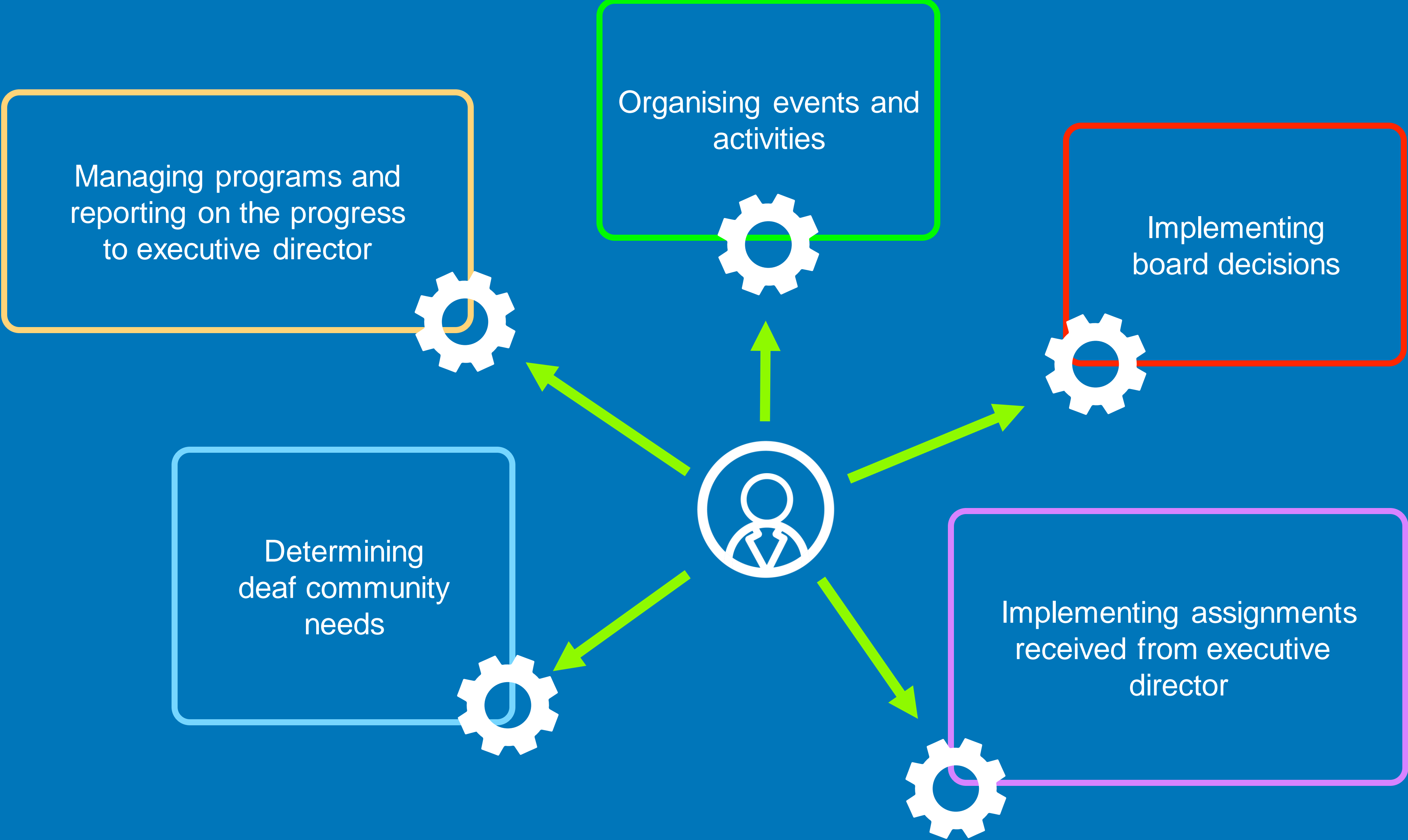
EXECUTIVE DIRECTOR



EXECUTIVE DIRECTOR



ROLES AND RESPONSIBILITIES OF STAFF



EXAMPLE OF BOARD RESPONSIBILITIES

Monitoring	Action	Representation
Follow mission and vision of the organisation	Follow mission and vision of the organisation	Member's interests and needs with the government, disability community and general community
Direction for the organisation	Have organisational policies and procedures in place	Good relations with members
Internal and financial monitoring	Ensure that there are programs and services for deaf members and community	Partnership with other organisations and stakeholders

EXAMPLE OF DIVISION OF RESPONSIBILITIES

BOARD	STAFF	JOINT
Having the final say when determining yearly objectives	Providing information to the board, including recommendations for action	Discussing ideas and forming long-term goals
Setting long-term goals	Determining community needs	Planning organisational strategies
Finalising the budget, approving any changes or additions to the budget	Managing programs and reporting on the progress	Designing programs to achieve mission
Taking responsibility for organisation's financial records	Organising events as approved by the board	Proposing fundraising ideas
Taking responsibility for all legal matters	Implementing board decisions	Ensuring that achievements are recognised and documented
Taking responsibility for annual general meetings, annual audits	Conducting day-to day operations	Promoting the deaf association
Appointing auditors and approving the audit of the financial records	Monitoring and managing daily operations	

MISSION

Board	Executive director
Approve mission, vision, values, strategic plan	Work with board to develop mission, vision, values, strategic plan
Review and approve annual implementation plan to ensure consistency with strategy plan	Develop annual implementation plan and inform board when milestones in implementation plan are reached

OVERSIGHT

Board: Overall	Executive Director: Implementation
Approve policies to guide and protect the organization, board, and staff	Oversees daily operations
Makes sure that all legal requirements are in place	Hires staff and delegates operational responsibilities to them
Hires the executive director and delegates the daily operations to the person	Informs the board
Expects regular reports from staff	

PLANNING AND EVALUATION

Board: Strategic framework	Executive Director: Strategic and operational plans
Adopts an overall strategic framework for the organisation	Ensures that strategic planning happens with board's appropriate involvement
Actively participates in strategic sessions	Leads operational planning and approves plans for the staff
Annually evaluates the performance of executive director and determines appropriate compensation	Ensures a process for staff performance exists, approves staff compensation
Evaluates board's performance regularly	
Through reports from staff, assesses the organisation's achievement of goals	

FINANCE

Board	Executive Director: Financial management
Approve annual budget and monitors the financial reports from staff	With the help of the financial staff, prepares the annual budget and provides the board with regular financial statements. Report to board on cash flow, budget to actual expenditure
Approve internal control policies	Work with board to develop financial policies and internal controls
Hire financial auditor and reviews the audit	Respond to auditor findings
Review financial indicators and ensure adjustments are made	Establishes income, and expense parameters, determine specific expenditures within approved budget lines
Approve fundraising strategy	Work with board to develop and execute fundraising strategy
Sets overall financial policies and ensures appropriate internal controls	With staff handles the daily financial operations and monitors cash flow
Approves purchases and repairs as part of overall budget	Develops and implementation policy regarding purchases, acts within approved budget, and maintains an audit trail

PROGRAMS / PROJECTS

Board	Executive director
Ensure that programs and projects are achieving objectives	Develop and implement programs and projects

STAFF MANAGMENET

Board	Executive director
Hire and evaluate the executive director	Hire and supervise all other staff within approved budget
Approve personnel policies and review salary information	Set compensation and benefits for individual employees
Makes final termination firing decision for executive director	Makes final termination firing decision for all other employees
Establishes assignments, annual goals, and work plan with executive director	Establishes employee assignments, annual goals, and work plans for all other employees within an approved budget
Manages employee grievances when related to Executive Director	Manages other employee grievances when related to other staffs. Grievances stop at Executive Director

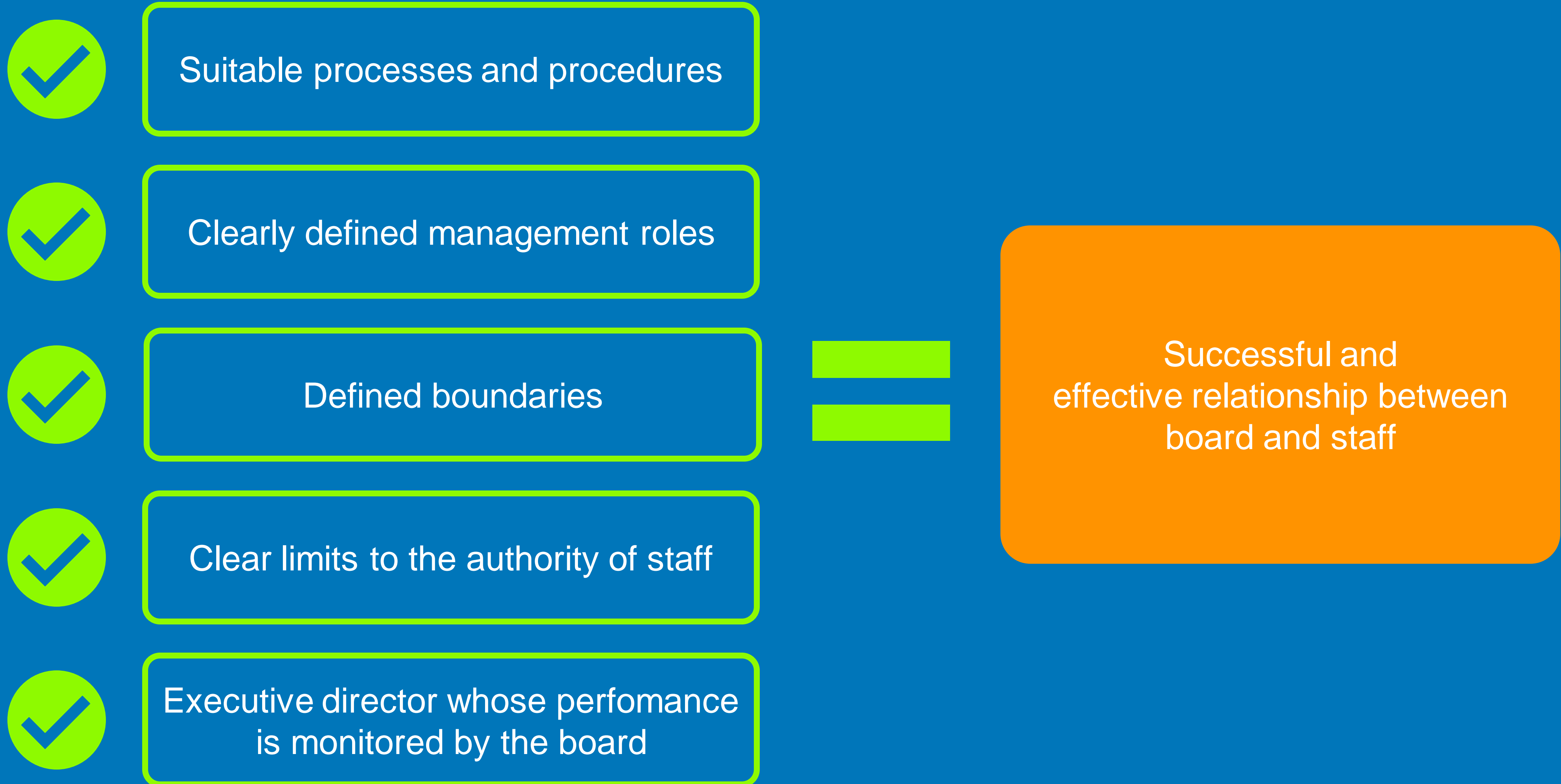
LEGAL

Board	Executive director
Ensure that the organization is properly managed	Provides information to the board to demonstrate that the organization is well managed
Maintains legal status and ensures that proper paperwork is submitted to governmental agencies	Compiles information for annual filing requirements
	Signals to the board if any situation are likely to occur or to have occurred that jeopardize the legal status of the organisation

DECISION MAKING

Board	Executive director
Defines and communicates the role of board and executive director in decision making	Makes all decisions except those explicitly reserved to the board
Involves in organizational decision making	

WORKING TOGETHER



POSSIBLE CHALLENGES

Board doesn't allow the staff to do their jobs

Staff doesn't know, understand, and support the division of responsibility between board and staff

The board doesn't allow the executive director to manage the staff

Board doesn't know, understand, and support the division of responsibility between board and staff



CHALLENGE # 1

Board doesn't allow the staff to do their jobs

Staff members should be able to use their expertise and experience to carry out their assignments, without having to go back to board for every minor change

CHALLENGE # 2

The board doesn't allow the executive director to manage the staff

The board should never undermine the authority of the executive director by instructing a staff member

CHALLENGE # 3

Board doesn't know, understand, and support the division of responsibility between board and staff

If board members put up actions or motions that wander too far into operational territory between board and staff, the president should steer them back. If this happens often, the board may have to set aside a session to go through its proper roles and responsibilities to clarify it

CHALLENGE # 4

Staff doesn't know, understand, and support the division of responsibility between board and staff

The staff must understand that the board must authorise all important policies and changes in policies. These decisions and the reasons for them must be documented and made available to the staff. While recommendations for actions may be made by staff, they should not make the decision. It also means that the board should be given options, not simply presented a single decision to sign on

DISCUSSION QUESTIONS

- Does your board allow your staff to do their job?
- Does your board allow the Executive Director to manage the staff?
- Does your board know, understand and support the division of roles and responsibilities?
- Does your staff members know, understand and support the division of roles and responsibilities?