

Executive Director Responsibilities and Functions

3.1 The executive director's role in the organization

- 3.1.1. In the conduct of the ongoing business of MANITOBA NURSERY LANDSCAPE ASSOCIATION INC., the executive director is responsible for all business operations, including management of the assets of MANITOBA NURSERY LANDSCAPE ASSOCIATION INC.; hiring, training, promotion, discipline and termination of employees; and for establishing and maintaining the business organization and structure to efficiently conduct the management functions of MANITOBA NURSERY LANDSCAPE ASSOCIATION INC.
- 3.1.2. The executive director plans for and administers a program providing service in accordance with MANITOBA NURSERY LANDSCAPE ASSOCIATION INC.'s stated purpose, and in such a manner that optimum results are achieved in relation to the resources of the agency, and operates under the general direction of the MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. board of directors.

Adopted: <date>

3.2 Executive director communication and counsel to the board

- 3.2.1. The executive director will provide information and counsel to the board.
- 3.2.1.1. Accordingly, he/she will:
- 3.2.1.2. Make the board aware of special events, relevant trends, material external and internal changes and the assumptions upon which any board policy has previously been established.
- 3.2.1.3. Submit required monitoring data in a timely, accurate and understandable fashion, directly addressing provisions of the board policies being monitored.
- 3.2.1.4. Marshal as many staff and external points of view, issues and options as needed for fully informed board choices.
- 3.2.1.5. Present information in a form that is understandable and of reasonable length.

Adopted: <date>

3.3 Delegation to the executive director

- 3.3.1. The board's job is generally confined to establishing topmost policies, leaving implementation of board policy to the executive director. All board authority delegated to staff is delegated through the executive director.
- 3.3.2. The executive director is authorized to establish all further policies, make all decisions, take all actions and develop all activities, which are true to the board's policies. The board will respect the executive director's choices so long as the delegation continues. This does not prevent the board from obtaining information about activities in the delegated areas.
- 3.3.3. No individual board member, officer or committee has any authority over the executive director. Information may be requested by such parties, but if such request, in the executive director's judgment, requires a material amount of staff time, it may be refused.
- 3.3.4. Acting with the authority granted above, the executive director may not perform, allow or cause to be performed any act which is unlawful, insufficient to meet commonly accepted business and professional ethics for the "prudent person" test, in violation of funding source requirements or regulatory bodies, or contrary to explicit board constraints on executive authority.
- 3.3.5. Should a situation arise wherein the executive director deems it unwise to comply with a board policy, he/she will inform the board of directors.
- 3.3.6. Informing is simply to guarantee no violation may be intentionally kept from the board. It is not for the purpose of receiving approval. Board response at that time does not exempt the executive director from subsequent board judgment of his/her action.

Adopted: <date>

3.4 Areas of responsibility delegated to the executive director

- 3.4.1. In the area of human resources, the executive director relates both to the board and to the staff of MANITOBA NURSERY LANDSCAPE ASSOCIATION INC., but has ultimate responsibility to the board.
- 3.4.1.1. For the board of directors, the executive director:
- Develops and recommends to the board of directors, specific, written, long and short-range plans for the development of MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. programs and services.
 - Maintains appropriate relations with the board and various board committees, and keeps them informed.
 - Interprets trends in the fields of service in which MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. is engaged, by maintaining involvement in the professional field as a whole.
 - Assists with orientation and training programs for the board.
- 3.4.1.2. For the MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. staff, the executive director:
- Supervises and directs key staff in the performance of their duties.
 - Evaluates the performance of key staff members.
 - Provides overall control of and direction for the personnel of MANITOBA NURSERY LANDSCAPE ASSOCIATION INC., including active participation in or approval of personnel actions.
 - Manages volunteer staff activities.
- 3.4.1.3. In the area of planning, the executive director:
- Evaluates the services being provided by MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. in relation to specified goals and standards, and recommends modifications, where appropriate.
 - Recommends new programs to the board.
 - Drives the ongoing implementation and review of the strategic plan by both the board and staff.
- 3.4.1.4. In the area of finance, the executive director:
- Prepares MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. budgets and is accountable for control of these resources once approved.
 - Directs all financial operations of MANITOBA NURSERY LANDSCAPE ASSOCIATION INC.
- 3.4.1.5. In the area of member relations, the executive director manages all activities including coordinating board activities in this area.

- 3.4.1.6. In the area of public relations, the executive director interprets the function of MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. to the community by assisting the board, through direct involvement and through public relations programs, including personal contact, descriptive program literature, and the media.
- 3.4.1.7. In the area of interagency relations, the executive director:
- Maintains appropriate relations with other professional and service groups in the community.
 - Maintains appropriate relations with national, provincial, and local government units.
 - Maintains appropriate relations with other agencies in similar fields of service.
- 3.4.1.8. In the area of MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. organizational operations, the executive director:
- Recommends policies to the board and/or assists the board in the formulation of policies for the effective and economical operation of MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. and its programs.
 - Ensures implementation of the policies adopted by the board.
 - Has chief administrative responsibility for maintenance of association facilities and equipment, and regular reporting to various bodies.
 - Carries chief staff responsibility to ensure that legal obligations of MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. are met.

Adopted: <date>

3.5 Monitoring executive performance

- 3.5.1. Monitoring executive performance is somewhat synonymous with monitoring organizational performance. The board delegates management to the executive and must have a process for ongoing monitoring of the executive's performance of the delegated duties. The purpose of monitoring is to determine the degree to which board policies are being fulfilled.
- 3.5.2. The board will monitor executive performance by awareness of the executive director's job description, careful attention to all reports delivered to the board and through an annual written evaluation of the executive's job performance.

Adopted: <date>

3.6 Executive director performance evaluation

- 3.6.1. It is the policy of MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. to regularly evaluate the work performance of the executive director.
- 3.6.2. Compensation of the executive director will be determined after completion of the evaluation. Any increase in compensation will be effective beginning with the pay period in which the employment anniversary date falls.
- 3.6.3. Although the evaluation will be facilitated by the executive committee or a special committee appointed by the board president, the entire board will participate in the evaluation process.
- 3.6.4. The process begins with a review of the current job description to determine accuracy and appropriateness. The team next develops an evaluation checklist based upon the job description and organization objectives. Respondents will be asked to rate the director's performance against each line item on the checklist. Space should be allowed on the checklist at each line item for comments
- 3.6.5. The team mails the checklist to all board members with a self-addressed stamped envelope so that all evaluations are returned to the home or business address of the board president. A request is sent with the evaluation form to complete within ten days. Respondents have the option of signing or not signing their evaluation forms. Constructive criticism from board members should be specific so that appropriate corrective action may be taken by the executive director.
- 3.6.6. A copy of the evaluation checklist is also mailed to the executive director with the request to complete a self-evaluation and recommend performance objectives for the upcoming year. The form completed by the executive will not be included in the board's compilation of results.
- 3.6.7. When the board members have returned the evaluation forms, the president of the board makes up a composite checklist, which, by line item, indicates the number of responses for each rating. All comments are randomly listed without identifying the source of each comment.
- 3.6.8. Next, the full board meets, without the executive director present, to review the composite evaluation and performance objectives for the upcoming year. The board must reach consensus on each item in the checklist.
- 3.6.9. Then the full board meets with the executive director to present the full board's conclusions about the evaluation. Should the executive director be in serious disagreement with part or all of the evaluation, the right to respond to the full board must be available. Such a response should lead a dialogue in which the problem area can be resolved in a candid and professional way.



3.6.10. The final agreed-upon evaluation should be signed by both the executive director and the board president. A copy of the evaluation is given to the executive director, and the original evaluation is kept on file by the board president to be passed on to the next board president. A copy of the evaluation is not kept in the personnel office.

3.6.11. Board members will not solicit information regarding the executive director's performance from subordinate staff. Staff plays no role in the evaluation. The board recognizes that including staff can seriously erode the relationship, which must exist between the executive director and staff.

Adopted: <date>

3.7 Board of Directors and Executive Director Relationship

- 3.7.1. The board of directors recognizes and maintains the following guidelines in the board's relationship with the executive director:
- 3.7.1.1. Good management is recognized as one of the key factors in the success of the organization. The board reserves the authority to establish policies, approve plans, and programs and delegate authority to the executive director.
 - 3.7.1.2. The board will approve policies and long-range plans and programs for MANITOBA NURSERY LANDSCAPE ASSOCIATION INC., and delegate authority to the executive director to execute and carry out the policies, plans and programs. The executive director will be responsible for hiring capable personnel within the limitations of board policy and budget constraints, determining the appropriate compensation, training, supervising, disciplining and terminating if necessary.
 - 3.7.1.3. Board members will refrain from individually discussing management and personnel issues with MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. personnel other than the executive director. The board, in consultation with the executive director, may confer with key personnel at regular or special meetings of the board.
 - 3.7.1.4. Authority for management of MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. will be through the board of directors to the executive, then to other personnel. The board will require full and timely information from the executive director concerning pertinent matters that relate to the management of MANITOBA NURSERY LANDSCAPE ASSOCIATION INC.
 - 3.7.1.5. The board recognizes that efficient management of MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. can exist only through mutual understanding and cooperation between the board and the executive director. The board also recognizes that the executive director is accountable to the board to show results, but the executive director cannot perform well and show good results if not given latitude to exercise independent judgment in executing board policy. Therefore, the board grants that latitude of judgment and discretion and expects full accounting of performance from the executive director.
 - 3.7.1.6. The board will be responsible for a systematic annual evaluation of the executive's performance. The evaluation will be for the purpose of improving the executive director's performance and to provide a basis for consideration of the executive director's contract for the next year.
 - 3.7.1.7. The executive director's contract with MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. may be terminated for cause upon written notice to the executive director and in accordance with the board/executive director contract in effect.

Adopted: <date>

3.8 Board/executive director responsibilities

- 3.8.1. To assist the board and executive director to work as a team, the following principals will guide the team members to determine responsibilities of each part of the team:
- 3.8.1.1. Responsibility for determining general policy shall be entrusted to the board. The executive director shall keep the board informed regarding the progress of all important MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. programs.
 - 3.8.1.2. The board represents the public in setting the goals and establishing the basic policies and long-range goals for MANITOBA NURSERY LANDSCAPE ASSOCIATION INC. It shall refrain from involvement in the administrative functions except to monitor and evaluate.
 - 3.8.1.3. The board shall transact official business with professional staff members and other program employees only through the executive director.
 - 3.8.1.4. The executive director shall be responsible for administering the program in accordance with board policies and regulations.
 - 3.8.1.5. The executive director shall be responsible for the selection and assignment of staff. This responsibility may be delegated by the executive director to other supervisory personnel.
 - 3.8.1.6. The executive director and staff shall prepare, and submit for board action, an annual program plan and budget.
 - 3.8.1.7. The executive director shall provide the board with data and information to enable the board to make effective decisions.
 - 3.8.1.8. The executive director shall provide the board with periodic reports as the board feels are necessary to allow board members to make accurate decisions.

Adopted: <date>

3.9 Executive director succession policy

3.9.1. Resigning or retiring executive director

- 3.9.1.1. The board will determine the exact retirement date of the current executive director.
- 3.9.1.2. The board will determine a specific target date to bring on a new executive director.
- 3.9.1.3. The board will designate an interim executive director to serve for the time between the ending date of the current executive director and the beginning date of the new executive director, as necessary. Board members are not eligible to serve as the interim executive director.
- 3.9.1.4. The board president will nominate a Search Committee of not less than three board members and not more than five board members. The board president may appoint up to two additional Search Committee members from outside the board such as emerging leaders, former board members, community leaders or other persons who would be a valuable resource to the committee. The board president will seek board approval of the nominees.
- 3.9.1.5. The board will consider the need for any changes to the management structure before the search for a new executive director.
- 3.9.1.6. The Search Committee will begin as soon as possible to:
 - Update the job description for the executive director.
 - Develop a profile of the preferred candidate.
 - Determine the feasibility of utilizing a search firm to assist the board in the search.
 - Determine salary range and terms of the contract to be offered.
 - Identify appropriate advertising media to be used.
 - Establish a schedule to complete interviews, reference checks and final selection.
 - Determine who will conduct the interviews and what questions will be asked.
 - Determine the extent of staff and community involvement in the search process.
 - Establish a process for communicating search progress to the board and staff.
 - The Search Committee will seek approval of the full board for all of the above.
 - The Search Committee will recommend no more than three nor less than two candidates for review.
 - The board will interview the final candidates and select the new executive director.
 - External candidates and current employees will be invited to apply for the position.

3.9.2. Sudden loss of executive director

- 3.9.2.1. Annually, the board will designate one staff person who will assume the duties of the executive director if, in the judgment of the board of directors, that becomes necessary.
- 3.9.2.2. The current executive director will compile a list of vital instructions for an interim executive director and update that list annually. The list will include, but not be limited to, such information as:
- 3.9.2.3. Staff flow chart showing chain of command and a list of responsibilities of all management personnel. The list will also include special instructions about which staff members should be consulted for special assistance in such areas as personnel management, maintenance, finance, computer operations and other essential functions of the organization.
- 3.9.2.4. Location of all bank accounts and financial records, and instructions about disbursement authority.
- 3.9.2.5. Location of all vital documents, such as policies and contracts.
- 3.9.2.6. Location of all computer backup files.
- 3.9.2.7. If it becomes necessary to implement these emergency procedures, the board of directors will meet as soon as possible with the designated interim executive director to:
 - Establish a plan for continued operation.
 - Officially designate the selected staff person to be the interim executive director.
 - Establish a schedule of board meetings to provide adequate support for the interim executive director.
 - As soon as possible after the designation of the interim executive director, the board will implement the applicable procedures from the first half of this policy.

Adopted: <date>