

Board Policy Standards

Policy Type: Board-Staff Relationship

Policy Title: Executive Director Delegation

Policy Objective: To ensure that the Executive Director is accountable to the Board of Directors acting as a body. The Board will instruct the Executive Director through its written policies, delegating interpretation and implementation to the chief executive officer.

Policy Statement: All Board authority delegated to staff is delegated through the Executive Director, so that all authority and accountability of staff – as far as the Board is concerned – is considered to be the authority and accountability of the chief executive officer.

Policy Application:

- 1) The Board will direct the Executive Director to achieve specified results, for specified recipients, at a specified cost through the establishment of Ends policies. The Board will limit the latitude the Executive Director may exercise in practices, methods, conduct and other “means” to the ends through establishment of Executive Limitation policies.
- 2) As long as the Executive Director uses any reasonable interpretation of the Board’s Ends and Executive Limitations policies, the Executive Director is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
- 3) The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Executive Director domains. By so doing, the Board changes the latitude of choice given to the Executive Director, but so long as any particular delegation is in place, the Board and its members will respect and support the Executive Director’s choices. This does not prevent the Board from obtaining information in the delegated areas.

4) Only decisions of the Board acting as a body are binding upon the Executive Director.

a) Decisions or instructions of individual Board members, officers, councils or committees are not binding on the Executive Director except in rare instances when the Board has specifically authorized such exercise of authority.

b) In the case of Board members, officers, councils, or committees requesting information or assistance without Board authorization, the Executive Director can refuse such requests that are deemed disruptive or require – in the Executive Director’s judgement – a material amount of staff time or funds.

Associated Documents

None

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