

# Unit 4

## Board / Staff Relations





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Governing boards who play a hands-on participatory role in the day-to-day operations of the organization may hamper the efficient management of the organization by muddying the lines of authority. The relationship between the board and the organization's Executive Director is very important. The Executive Director works for the board and it is this working relationship that determines the effectiveness of the organization.

A thoughtfully designed partnership between the board and staff will nurture strong leadership throughout the organization. As with all partnerships, the parties (board and staff) must know and respect the strengths and weaknesses brought to the relationship by each partner. The board and staff must clearly understand their role, responsibilities and reporting relationships. Ambiguity in their roles will decrease performance and place unnecessary stress on the relationship between the board and staff.

# 4.1

### **What volunteers bring to the board/staff relationship**

- Expertise in a variety of areas
- Public support and credibility
- Knowledge of the organization's community
- Knowledge of the needs of the membership
- Knowledge of the sport
- Influence to attract financial resources, human resources and public resources
- Preservation of the democratic process
- An objective point of view, the capacity to act as a sounding board
- Collective wisdom
- Forward thinking

### **What staff bring to the board/staff relationship**

- Link between the board and organization
- Expertise in a chosen area of work
- Thorough knowledge of the organization
- Full-time commitment
- Coordinator of board activities
- Act as a “bridge” between parties
- Ability to assess and respond to volunteer strengths and weaknesses
- Objectivity
- Day-to-day knowledge of the organization

*Source: Effective Organizations – Skills Program for Management Volunteers*

### **FAQ: How can the President and Executive Director work together productively?**

The President and Executive Director of a PSO need to support, consult and complement each other. Each role has specific areas of responsibility. The ED manages the operational activities and the President leads the board. Both individuals share power in their mutual goal of advancing the mission of the PSO.

To be effective, these individuals need to communicate openly and frequently. Each partner needs to adapt and cultivate a positive working relationship. It is important to remember and respect the other person's role. The President can be viewed as the gatekeeper of the board, and the ED is the gatekeeper of the staff. If you respect these roles, you will foster a positive working relationship.

# 4.2

## Board and Staff Responsibilities

### Tool #8

# 4.3

<b>Activity</b>	<b>Responsibility</b>
<b>Planning</b>	
Direct the process of planning	Staff
Provide input into long range goals	Joint
Approve long range goals	Board
Formulate annual objectives	Staff
Approve annual objectives	Board
Prepare performance reports on achievements of goals and objectives	Staff
Monitor achievement of goals and objectives	Joint
<b>Programming</b>	
Assess stakeholder/members needs	Staff
Train volunteer leaders	Staff
Oversee evaluation of products, services and programs	Board
Maintain program records; prepare program reports	Staff
Prepare preliminary budget	Staff
Finalize and approve budget	Board
See that expenditures are within budget during the year	Staff
Solicit contributions in fundraising campaigns	Board
Organize fundraising campaigns	Staff
Approve expenditures outside authorized budget	Board
Ensure annual audit of organization	Board

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**Personnel**

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Employ Executive Director	Board
Direct work of the staff	Staff
Hire and discharge staff members	Staff
Decision to add staff	Board
Settle discord among staff	Staff

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**Community Relations**

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Interpret organization to community	Board
Write news stories	Staff
Provide organization linkage with other organizations	Joint

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**Board Committees**

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Appoint committee members	Board
Call committee chair to urge him/her into action	Board
Promote attendance at board/committee meetings	Joint
Recruit new board members	Board
Plan agenda for board meetings	Joint
Take minutes at board meetings	Joint
Prepare material and proposals for board and committees	Staff
Sign legal documents	Board
Follow-up to ensure implementation of board and committee decisions	Staff
Settle clash between committees	Board

Source: [www.mapnp.org/library/boards/brdvsstf.htm](http://www.mapnp.org/library/boards/brdvsstf.htm)

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