



BOARD AND CEO/STAFF RESPONSIBILITIES

PURPOSE

Provides suggestions on delegation of tasks between the Board, CEO and staff from a selection of organisational areas.

Responsibility for various activities depends on the organisation's life cycle. Young organisations often feature board involvement in day-to-day activities. Established organisations may feature boards that concentrate on planning and policies.

Regardless, role divisions must be agreed between the board and the CEO and his/her staff – suggestions from a selection of organisational areas are outlined below. Many of the tasks involve both Board and CEO input. The allocation of responsibility suggests where the primary responsibility lies.

ACTIVITY	RESPONSIBILITY
PLANNING	
Direct the planning process	Board
Provide input to long range goals	Joint
Approve long range goals	Board
Formulate annual objectives	CEO/Staff
Approve annual objectives	Board
Prepare performance reports on achievement of goals and objectives	CEO/Staff
Monitor achievement of goals and objectives	Board
Assist the CEO with knowledge, contacts and introductions	Board
PROGRAMMING	
Develop and confirm the Vision and program philosophy	Joint
Assess stakeholder needs	CEO/Staff
Maintain program records; prepare program reports	CEO/Staff
Oversee evaluation of programs, products and services	Board
Financial Monitoring	
FINANCIAL MONITORING	
Prepare preliminary budget	CEO/Staff
Finalise and approve budget	Board
Maintain financial records	CEO/Staff
Ensure that expenditures remain within budget throughout the year	CEO/Staff
Approve expenditures outside budget	Board

ACTIVITY	RESPONSIBILITY
COMMUNITY RELATIONS	
Advocate for organisation in the community	Board
Secure positive media coverage	CEO/Staff
Pursue linkages with other organisations	Joint
Attend cultivation events or initial meetings where agreed	Board
Generate positive communications to and encourage support from personal networks	Board
PERSONNEL	
Employ CEO	Board
Direct work of the staff	CEO/Staff
Hire and discharge staff members	CEO/Staff
Make decisions to add staff	Joint
Settle discord amongst staff	CEO/Staff
ADVOCACY AND FUNDRAISING	
Require and approve a Communications and Advocacy Plan	Board
Require and approve a Fundraising Plan and realistic targets	Board
Develop fundraising, communications and advocacy plans in collaboration with the board	CEO
Secure positive media coverage	CEO
Establish and maintain systems, including databases, for supporting advocacy and fundraising	CEO
Build professional capabilities within the staff and volunteer team to support advocacy and fundraising	CEO
Support the board with clear messaging for external communications and advocacy	CEO
Maintain close information flow to the Chair and board	CEO

SOURCE

- > Adapted from www.managementhelp.org

REFERENCES

- > Fishel, D, The Book of the Board, Federation Press, Sydney, NSW (2003; 3rd edn. 2014)

ABOUT POSITIVE SOLUTIONS

Positive Solutions offers a range of services to non-profit boards throughout Australia. Board development workshops and detailed board reviews can be tailored to the needs of each organisation. To find out more about how Positive Solutions can help you, contact: info@positive-solutions.com.au or call 07 3891 3872.

THE BOOK OF THE BOARD

The Book of the Board is Australia's standard reference book for board and committee members of non-profit organisations. Authored by Positive Solutions Director, David Fishel, and currently in its third edition, The Book of the Board provides clear guidance on the role of the non-profit board, formal and legal responsibilities, and the ways in which the board can maximise its effectiveness for the organisation.

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