



# SHARING THE LOAD: SOME RESPECTIVE ROLES OF THE BOARD AND CEO

## PURPOSE

To stimulate discussion on the lead role and contributory role that the board and CEO make regarding key aspects of organisational performance and compliance.

		BOARD	CEO
Performance	Planning	<ul style="list-style-type: none"> <li>○ Require a Strategic Plan and Marketing Plan</li> <li>○ Participate in the planning process</li> <li>○ Confirm the Mission, Vision, top-level Goals</li> <li>○ Adopt the Plans</li> </ul>	<ul style="list-style-type: none"> <li>○ Stimulate future visioning</li> <li>○ Enhance planning debate with relevant industry knowledge</li> <li>○ Propose options, strategies and action programs</li> <li>○ Adopt the Strategic Plan as a key framing tool for action</li> <li>○ Link appraisals back to the Plan</li> </ul>
	Resourcing	<ul style="list-style-type: none"> <li>○ Balance organisational aspirations and resources</li> <li>○ Approve the income mix, and determine the risk profile</li> <li>○ Open political and business doors</li> </ul>	<ul style="list-style-type: none"> <li>○ Maintain healthy relationships with funders and purchasers</li> <li>○ Maximise income within agreed policies and values of the organisation</li> <li>○ Follow through on opportunities identified by the board</li> </ul>
	Monitoring	<ul style="list-style-type: none"> <li>○ Confirm key performance indicators and targets</li> <li>○ Review progress against the strategic plan and budgets</li> <li>○ Commission service evaluations, and stakeholder research and feedback</li> <li>○ Appraise the CEO</li> </ul>	<ul style="list-style-type: none"> <li>○ Maintain performance data and financial reports</li> <li>○ Engage staff in progress monitoring and evaluation</li> <li>○ Appraise the staff</li> <li>○ Provide regular feedback to board and staff – build a learning organisation</li> </ul>
Compliance	Compliance	<ul style="list-style-type: none"> <li>○ Audit legal and risk exposure</li> <li>○ Set standards, ensure process documentation</li> <li>○ Encourage awareness throughout the organisation</li> <li>○ Maintain a risk register</li> </ul>	<ul style="list-style-type: none"> <li>○ Build personal knowledge of relevant legislation</li> <li>○ Encourage compliance awareness throughout the organisation</li> <li>○ Develop contingency and risk management plans</li> </ul>

		BOARD	CEO
Compliance	Accountability	<ul style="list-style-type: none"> <li>○ Identify the key stakeholders and maintain awareness of their needs</li> <li>○ Articulate the board’s trusteeship on behalf of the wider community</li> <li>○ Build a culture of service excellence</li> <li>○ Maintain honest, robust debate in the boardroom</li> <li>○ Develop high standards of decision-making</li> <li>○ Accept ultimate responsibility for the organisation’s performance</li> </ul>	<ul style="list-style-type: none"> <li>○ Accept the authority of the board and the Chair</li> <li>○ Accept delegated responsibility for operations and service delivery</li> <li>○ Implement agreed marketing and communications plans to keep media, stakeholders and the wider public informed</li> <li>○ Use appraisals and evaluations to motivate improvement</li> </ul>
	Leadership	<ul style="list-style-type: none"> <li>○ Establish an ethical culture</li> <li>○ Support the CEO</li> <li>○ Be vigorous advocates for the organisation</li> <li>○ Focus on performance and improvement</li> </ul>	<ul style="list-style-type: none"> <li>○ Inspire the staff and stimulate the board</li> <li>○ Encourage a culture of service excellence</li> <li>○ Work in close liaison with the Chair to ensure coherent organisational leadership</li> </ul>

**SOURCE**

- > Fishel, D, The Book of the Board, Federation Press, Sydney, NSW (2003; 3rd edn. 2014)
- > Institute of Community Directors <https://communitydirectors.com.au/help-sheets/the-ceo-and-the-board>

**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](mailto: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.

- > RRP \$59.95
- > Positive Solutions Price \$55 Inc. GST

