

Executive Limitations Policy

Board of Management's Role

The Board's job is to manage the affairs of the Centre in harmony with of the City of Toronto's Relationship Framework for AOCCs, the Centre's own governing documents (including the Constitution and Procedural By-laws) and policies, and relevant legislation and standards. The Board ensures that management of the organization is proper and prudent. The Board fulfills this responsibility through the hiring and performance monitoring of the Executive Director. The Board is ultimately accountable to the community for the operations of the Centre.

In summary, the Board:

- Governs the organization through broad policies and planned objectives that are formed in consultation with the Executive Director and reviewed periodically;
- Selects and supports an Executive Director who is responsible for the administration of the Centre;
- Regularly reviews and evaluates the performance of the Executive Director on the basis of a specific job description and agreed upon performance objectives;
- Reviews and approves, as appropriate, new program initiatives prior to final commitment by the Centre;
- Provides advice and acts as a resource and sounding board for the Executive Director or senior staff person;
- Reviews and approves the global budget and core budget submitted to City Council; and
- Maintains both sufficient independence from management of the Centre and adequate knowledge about the Centre to ensure that it can make reasonably objective judgements about the reliability and validity of management reports on finances, general operations and other relevant issues.

The Board President (Chair), or other member designated by the Board, represents the Board to the Centre's administration, the community and the public.

Executive Director's Role

The Executive Director is the main link between the Board and the Centre. The Executive Director is accountable to the Board for all organizational performance and exercises authority to operate the Centre pursuant to his/her job description. The Executive Director is answerable and accountable to the Board as a whole.

The Executive Director:

- is deemed the agency head and shall be a public face of the Centre;
- is responsible for implementing the policies and directions of the Board;
- manages the staff, specifically, the hiring and firing of all staff including management. While the Board provides input in decisions regarding the hiring and firing of management staff, the ultimate decision-making authority is the Executive Director's;
- manages the operations, facilities, finances and programs and services;
- works with partner organizations and local leaders to further the mission and vision of the Centre, and the Centre's strategic plan and priorities;
- pursues fundraising and grant opportunities for the further development of programming and community services offered by the Centre;
- ensures a team approach to the work that is done;
- is responsible for ensuring that the operational planning and finance management does not materially deviate from the Board priorities, strategic directions and approved budget;
- is responsible for ensuring that financial controls, policies and procedures are followed;
- is responsible for ensuring that there is appropriate coverage for all essential functions of the Executive Director in order to ensure continuity of operations on an interim basis in the event of the sudden loss of the Executive Director.
- acts as a professional advisor to the Board and in this capacity recommends appropriate policies for Board consideration; and
- is responsible for ensuring that the Chair and the Board are accurately and fully informed regarding the Centre's programs, business, finances, and any other relevant matters.

The Executive Director works in partnership with the Chair and the Board and, in this capacity, takes on the responsibilities, with the Chair, to ensure that the relationship is supportive and productive.

The Executive Director shall not cause or allow any practice, activity, decision, or organizational circumstances that are either unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

The Executive Director shall not cause or allow any practice, activity, decision or organizational circumstances that do not align with stated organizational principles, values or policies around Diversity, Equity and Inclusion.

The Executive Director shall not allow the assets of the Centre to be unprotected, inadequately maintained or unnecessarily risked.

The Executive Director shall settle payroll and debts and ensure filings of reports to governments and other funders in a timely manner. The Executive Director shall ensure a monthly review and quarterly report of the Centre's financial situation, including review of budget to actual variance reports.

With respect to the treatment of employees and volunteers, the Executive Director may not cause or allow conditions that are unfair, disrespectful, discriminatory or unsafe. Accordingly, she/he shall operate with human resource policies that clarify rules and procedures, ensure the functioning of appropriate staff supports such as job descriptions, supervision and performance reviews, provide for effective handling of grievances, and protect against wrongful situations such as discrimination, harassment, conflict of interest and violations of confidentiality and/or privacy. The Executive Director

shall provide staff with sufficient information and training to allow them to do their jobs satisfactorily and ensure they are acquainted with their rights under the Human Resource policies and, if appropriate, any collective agreement.

With regard to the treatment of members, agencies, partners and service users, the Executive Director may not cause or allow conditions that are unfair, disrespectful, or unsafe. The Executive Director may not cause or allow any action that might harm their dignity or infringe upon their rights, including the right to privacy. The Executive Director shall ensure that all members, agencies, partners and service users are able to access a safe and clean Centre and are able to use the Centre in a manner that will not harm the safety of others.

With regard to external relationships, the Executive Director may not cause or allow any action that might harm the integrity of the Centre's relationships with external stakeholders and partner agencies or endanger the organization's credibility and public image. Specifically, the Executive Director will not engage in alliances and public statements that counteract the organization's mission and values and board policy. The Executive Director will seek to enter and nurture external relationships that will further the organization's mission and values.

The Board governs through policy. Where the Executive Director feels it is necessary to contravene a board policy, the Board, through its Executive Committee, must be consulted prior to the contravention of any policy. Violations may not be withheld from the Board. The Executive Director may also feel it is necessary to respond to situations where no specific policy or public position exists or could be assumed from related existing policies. The Board must be informed through its Executive Committee prior to action or public statements. The Board, through its Executive Committee may choose to respond to the Executive Director on her/his actions in these situations including the initiation of policy review/development.

Communication and support to the Board

The Executive Director will submit monitoring data to the Board in a timely, accurate and understandable fashion and provide information on trends, anticipated media coverage, material external and internal changes, particularly changes in the assumptions upon which any board policy has been established.

The Executive Director will advise the Board if, in the Executive Director's opinion, the board is not in compliance with its own policies.

The Executive Director may not cause or allow the Board to be uninformed or misinformed with regard to critical issues and activities that relate to the policies and actions they have endorsed or are considering.

The Executive Director will remain proactive in his or her communication with the Board and not knowingly allow crisis situations to develop. The Executive Director will report all critical issues to the Board for decisions at regular Board meetings. In the case of an emergency, critical issues may be reported to the Executive Committee in between meetings, and the Executive Committee will coordinate the Board decision.

Conflicts

In the event the above Executive Limitations Policy conflicts with the AOCC Relationship Framework, relevant legislation or the Executive Director's job description, the terms of such other sources will take precedence over the terms of the above policy.

Related Policies

- [Financial Policy and Procedures Policy](#)
- [ED/Board Conflict Policy](#)