

SECTION: <b>BOARD/STAFF LINKAGES</b>	TITLE: <b>DELEGATION TO THE EXECUTIVE DIRECTOR</b>	NUMBER: 4.1 - 4.5
APPROVED BY: <b>BOARD MEMBERS</b>		DATE: October 7, 2004 R: <b>September 26, 2005</b>

**Global Policy:**

The Executive Director is accountable to the full board. The Board will establish the broadest policies, delegating implementation and more detailed policy development to the Executive Director.

**Policy:**

- 4.1 Only decisions of the full board are binding on the Executive Director. Decisions or instructions of individual Board members, officers or committees are not binding on the Executive Director, except when the Board has specifically authorized such exercise of authority.
- 4.2 All Board authority is delegated through the Executive Director so that all authority and accountability of staff, programs and enterprises (as far as the Board is concerned) is considered to be the authority of the Executive Director.
- 4.3 ENDS policies direct the Executive Director to achieve certain results; Executive Limitations policies constrain the Executive Director to act within acceptable boundaries of prudence and ethics. With respect to ENDS and executive means, the Executive Director is authorized to establish all further administrative policies and procedures, make all decisions, take all actions and develop all activities as long as they are consistent with any reasonable interpretation of the Board's policies.
- 4.4 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, except individual client-identified data.
- 4.5 Information or assistance may be requested by individual Board members, officers or committees; but if such request, in the Executive Director's judgment, requires a material amount of staff time or funds or is disruptive, it may be refused.

SECTION: <b>BOARD/STAFF LINKAGES</b>	TITLE: <b>EXECUTIVE DIRECTORS JOB DESCRIPTION</b>	NUMBER: 4.6 - 4.7
APPROVED BY: <b>BOARD MEMBERS</b>		DATE: October 7, 2004 R: <b>September 26, 2005</b>

**Global Policy:**

As the Board's single official link to the operation organization, the Executive Director's performance will be considered to be synonymous with organizational performance as a total.

**Policy:**

Consequently, the Executive Director's job contributions can be stated as performance in only two areas:

- 4.6 Organizational accomplishment of the provisions of board policies on Ends.
- 4.7 Organization operation within the boundaries of prudence and ethics established in board policies on Executive Limitations.

SECTION: <b>BOARD/STAFF LINKAGES</b>	TITLE: <b>MONITORING EXECUTIVE PERFORMANCE</b>	NUMBER: 4.8 - 4.11
APPROVED BY: <b>BOARD MEMBERS</b>		DATE: October 7, 2004 R: <b>November 7, 2006</b>

**Global Policy:**

Monitoring executive performance is synonymous with monitoring organizational performance against board policies on ENDS and on EXECUTIVE LIMITATIONS. Any evaluation of Executive Director performance, formal or informal, may be derived only from these monitoring data.

**Policy:**

The Grand River Employment And Training Board will track executive performance by monitoring in such a way as to have systematic assurance of policy achievement and compliance, yet leave the Board free to concentrate most of its time on creating the future rather than checking the past. To those ends, the Board’s approach to monitoring will be based on its governance philosophy and carried out in a relatively automatic way. Board meetings will not, in general, be used for presentation of monitoring reports (they will be used for discussion about the monitoring reports).

4.8 The Board will monitor those organization characteristics that it has addressed ahead of time in explicit statements of policy. The purpose of such monitoring is to determine if board policies are being achieved. Since the Board speaks to the executive through “Ends” policies and “Executive Limitations” policies, this Board’s monitoring will be directed toward whether Ends are being achieved with Executive Limitations.

4.9 Monitoring of a given policy will occur in one or more of three ways:

**Executive Internal Reports** – Periodic reports from the Executive Director to the Board.

**External Reports** - Discovery of compliance information by a disinterested, external auditor, inspector, or judge who is selected by and reports directly to the Board. Such reports must assess executive performance only against policies of the Board, not those of the external party unless the Board has previously indicated that party’s opinion to be the standard.

**Direct Inspection** – Discovery of compliance information by a board member, a committee, or the Board as a whole. This is a Board inspection of documents, activities, or circumstances directed by the Board that allows a “prudent person” test of policy compliance. This monitoring mechanism will be used judiciously.

4.10 Upon the choice of the Board, any policy can be monitored by any method at any time. For regular monitoring, however, each ENDS and EXECUTIVE LIMITATIONS policy has been classified by the Board according to frequency and method for monitoring.

4.11 The Board will have a formal evaluation of the Executive Director

- This evaluation will be the result of monitoring reports, submitted by the Executive Director as per Monitoring Schedule and signed off by the Board members
- A letter will be provided to the Executive Director confirming achievement of the Job Description

