**Job Descriptions**

**(and S.M.A.R.T. Goals)**

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|  | **Board**  **Chair** | **CEO** |

**“The board chair-CEO relationship is like a pair of chopsticks. One is much more effective with the support of the other.”**

*10 Commitments for a Better Partnership*

**🗹 Assess Your Current Job Descriptions and SMART Goals:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **POSITION** | **Job Description**  **Is Current** | **Job Description**  **Needs Work** | **SMART Goals**  **Are Current** | **SMART Goals Need Work** |
| Board Chair |  |  |  |  |
| CEO |  |  |  |  |

**JOB DESCRIPTION RESOURCES:**

❑ BoardSource – [www.BoardSource.org](http://www.BoardSource.org)

❑ ECFA Knowledge Center - <http://www.ecfa.org/KnowledgeCenter.aspx?Type=Nonprofit>

❑ Board Policies Manual template (see Tab 2)

❑ From the forthcoming book by ECFAPress (2017):

|  |  |
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| **CALL**  **OF THE  CHAIR**  DAVID McKENNA | **“Underlying the professional qualifications for the board chair are three sensitive areas of board leadership that depend directly on personal character: integrity, trust, and humility.”** |



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**Sample Board Chair Position Description**

**for Pregnancy Resource Centers**

**Authority**

The bylaws of ABC Pregnancy Resource Center stipulate that the board of directors shall annually elect a board Chair. *(Note: The bylaws may provide for an election cycle other than an annual election.)*

**Qualifications**

* Completed two years of board membership term
* Have an understanding of parliamentary procedures

**Term**

The Chair is elected by the board for a one-year term in compliance with the bylaws.

**REQUIREMENTS:**

* Commitment to the work of the pregnancy resource center
* Knowledge and skills in one or more areas of board governance: policy, finance, programs, and/or personnel
* Attendance at periodic board meetings
* Prepare for and participate in the discussions and the deliberations of the board
* To foster a positive working relationship with other board members, and the organization’s staff
* Be aware and abstain from any conflict of interest

**Major Duties**

* Be the primary spokesperson for ABC Pregnancy Resource Center to the media and community at large
* Chair the Executive Committee, if there is one
* Report to board on status of major programs
* A signing authority on behalf of the board for financial and legal purposes
* Provides leadership and direction to the board
* Arrange for Vice-Chair to chair meetings in the absence of the Chair
* In conjunction with the Executive Director, set the periodic board meeting agenda
* Ensure board members receive agenda and minutes in a timely manner
* Adhere to general duties outlined in the board member job description

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This text is provided with the understanding that ECFA is not rendering legal, accounting, or other professional advice or service. Professional advice on specific issues should be sought from an accountant, lawyer, or other professional.

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|  | ***The Nonprofit Chief Executive’s  Ten Basic Responsibilities***  *(Second Edition)*  by Rick Moyers  published by [www.BoardSource.org](http://www.BoardSource.org) |

**Chapter Titles:**

|  |  |  |
| --- | --- | --- |
|  | **10 Basic Responsibilities  of Nonprofit CEOs** | **🗹…if this is included in your current CEO position description.**  **🗷…Note any action steps required.** |
| 1 | Commit to the Mission |  |
| 2 | Lead the Staff and Manage the Organization |  |
| 3 | Exercise Responsible Financial Stewardship |  |
| 4 | Lead and Manage Fundraising |  |
| 5 | Follow the Highest Ethical Standards, Ensure Accountability, and Comply with the Law |  |
| 6 | Engage the Board in Planning and Lead Implementation |  |
| 7 | Develop Future Leadership |  |
| 8 | Build External Relationships and Serve as an Advocate |  |
| 9 | Ensure the Quality and Effectiveness of Programs |  |
| 10 | Support the Board |  |

**HOMEWORK! We would add these additional basic responsibilities—based on our history, our culture, our faith-based convictions, the season/cycle we’re in, and other factors:**

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Note: The book includes “Ten Questions for Nonprofit CEOs” on pages 59-62, including:

**#6. Do you know who your next board chair is likely to be?**

* Yes
* No
* Are you kidding?

**CEO JOB DESCRIPTION RESOURCE:**

From: BoardSource – [www.BoardSource.org](http://www.BoardSource.org)

This E-Policy Sampler is excerpted from *The Nonprofit Policy Sampler, Second Edition.* Additional information about developing policies and using this resource can be found in the Preface (PDF) and Introduction (PDF) to the Second Edition. A complete list of categories of policies can be found in the table of contents (PDF).

*E-Policy Sampler: Chief Executive Job Descriptions*

(6 samples are included, but just one is included in this document)

**Introduction**

While the board is ultimately responsible for the organization’s mission and strategy, the chief executive is the executor — and often the main architect — of that strategy. The chief executive is responsible for the day-to-day leadership of the organization and for its effective management.

Many people feel that the most important duty of a nonprofit board is to hire the right chief executive and supervise him or her well. Before hiring a chief executive, the board needs to clarify the responsibilities of the position and the qualifications of the person who will fill it. Chief executive job descriptions vary a great deal depending on the type of organization, field of service, staff size, and other factors.

While the chief executive is responsible for running the organization’s daily affairs, he or she also has a major leadership role in helping the board do its job in the best possible manner. Board development is important and it often falls on the chief executive’s shoulders, as he or she has the easiest access to necessary information and governance-related resources. Working closely with the governance committee and the board chair, the chief executive can help the board fulfill its potential.

**Key Elements**

● Implicitly, if not explicitly, the board delegates daily management to the chief executive through the job description. The job description outlines the leadership framework for the chief executive to manage the daily operations of the organization. It defines the board’s expectations and guidelines within which the chief executive must accomplish his or her duties.

● The chief executive’s job description usually defines overall responsibility for functional areas within the organization, such as strategic direction, financial performance, personnel, and communications.

● Job descriptions should clarify the lines of authority so that the board and chief executive are clear on the chain of command. More specifically, they often articulate the role of the chief executive as the board’s sole employee.

**Practical Tips**

● While this publication uses the term “chief executive,” other organizations may choose to refer to the chief staff officer as the executive director, president, chief executive officer, or director.

● A clear job description lays the groundwork for annual goals and performance reviews. Review and update the job description regularly as part of the chief executive’s performance evaluation. As the organization evolves, the chief executive’s responsibilities may also need to be adjusted. Always have a current job description available in the event of an unexpected change in leadership.

● As long as the state law does not invalidate the intention, a written employment contract (or memorandum of agreement) provides security to the chief executive, the board, and the organization. Clarify the job description and compensation terms in writing to ensure that mutual expectations are clear from the outset of the relationship.

● The job description should mention the chief executive’s role as the governance partner with the board and provide specifics about this responsibility. To stress the importance of board development, indicate clearly how the chief executive is involved in recruitment of board members, orientation, continuous education, and shaping productive board meetings.

**Sample Chief Executive Job Descriptions**

The six job descriptions, presented from shortest to longest, cover the chief executive’s duties in relationship with the board, staff, and overall organizational success.

1. This short, general job description emphasizes the chief executive’s authority in managing staff and operations.

2. This concise job description delegates overall responsibility to the chief executive and calls attention to expectations of the board.

3. This simple job description articulates the basic responsibilities of the chief executive, both as the manager of the organization and a partner to the board.

4. This sample assigns responsibilities to the chief executive in specific functional areas.

5. This job description frames the chief executive’s authority and responsibilities in relationship to the board, operations, staff, and the community.

6. This more specific sample defines expectations related not only to performance but also to experience and credentials.

**CEO Job Description: Sample #1**

This short, general job description emphasizes the chief executive’s authority in managing staff and operations.

**Nature of Position**

Serves as the organization’s chief executive officer. Reports directly to the board and is ultimately responsible for the operation of all programs, the management of all fiscal resources, the supervision of all staff, and the provision of quality services to the community.

**Relationship to Other Administrative Staff**

Directly supervises the activities of the staff (list of positions as determined by the board’s approved table of organization). The board’s legal counsel and consultants also report directly to the chief executive. Final approval for employment, promotion, or termination of XYZ staff is the responsibility of the chief executive within the guidelines/policies set by the board.

**Position Duties**

* Plans, develops, and supervises programs.
* Evaluates program improvements and recommends policy to the board.
* Undertakes and oversees all employment actions for XYZ staff within guidelines/policies set by the board.
* Serves as the primary organization planner, setting goals and objectives and developing projections of needs and funding.
* Seeks funding and/or resources from a broad range of sources.
* Develops and maintains records and reports on programs and services provided by the organization.
* Formulates budgets and maintains an accounting system that meets all federal, state, and local compliance standards.
* Prepares and submits regular budget and expenditure reports to the board.
* Establishes and maintains a personnel records system.
* Acts as primary liaison with various governmental entities and community organizations.
* Serves as the chief spokesperson for XYZ and is responsible for all public relations.
* Performs other duties as directed by the XYZ board.

From: BoardSource – [www.BoardSource.org](http://www.BoardSource.org)

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