

## Primary Roles Clarification Worksheet

For Organizations with Paid Staff (Working Copy)

Please check the box of the group or individual who has primary responsibility. If shared, check multiple boxes.

	<b>Board Chair</b>	<b>Board of Directors</b>	<b>Board Committee</b>	<b>Executive Director/Board</b>	<b>Executive Director</b>	<b>Executive Director/Staff</b>
1. Maintain legislative awareness with members of local, state & federal bodies.						
2. Determine the organization's mission						
3. Approve the annual budget						
4. Fundraise for the organization						
5. Hire the Executive Director						
6. Evaluate the Executive Director's performance						
7. Hire and supervise professional staff (other than the Executive Director)						
8. Establish staff salary administration plan (for staff other than the Executive Director)						
9. Plan programs and procedures						
10. Recommend policy to the Board						
11. Plan space and facilities						
12. Assess organizational problems						
13. Recruit, orient and train new Board members						
14. Coordinate Board operations						
15. Enforce Board rules on attendance and participation						
16. Conduct assessment of Board performance						
17. Participate in board committee activities						
18. Recommend persons for committee positions						
19. Ensure that the organization stays true to its mission						
20. Serve as official spokesperson						

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### ANSWER KEY

It is important to note that each nonprofit organization is unique and the answers for your nonprofit may vary from those listed. What is important is that the distinction in roles is clear to and that the separation of responsibilities provides sufficient checks and balances. Having clarity around roles and responsibilities insures your organization is well run and in the best position to serve your constituency.

1. **Maintain legislative awareness.** *Shared Executive Director/Board.* This is the responsibility of the board and Executive Director to make local elected officials and policy makers aware of the needs of the organization.
2. **Determine the organization's mission-** *The Board of Directors.* This is the primary role of the board to determine the purpose of the organization.
3. **Approve the annual budget** – *The Board of Directors.* This is one of the board's most important opportunities to have a substantive impact on the health of the organization. If the board approves a realistic budget that reflects the organization's needs and goals in a financially responsible way it will give the Executive Director a road map to illustrate the board's plan for advancing the mission of the organization.
4. **Fundraise for the organization** – *The Board of Directors.* It is ultimately the board's responsibility to ensure the organization has the financial resources necessary to carry out its mission. The board can hire staff or form a committee to help the organization raise funds, but it cannot delegate its way out of its fundraising responsibilities.
5. **Hire the Executive Director** – *The Board of Directors.* The board has one staff member, the Executive Director.
6. **Evaluate the Executive Director's performance** – *The Board of Directors.* The board as a group is the ultimate authority over the organization. As such, it has an obligation to supervise and provide opportunities for professional development for the Executive Director.
7. **Hire and supervise professional staff (other than the Executive Director)** – *The Executive Director.* Putting together and maintaining the staff best equipped to carry out the mission of the organization is one of the most important responsibilities of the Executive Director
8. **Establish staff salary administration plan** – *The Executive Director.* The board sets the overall salary budget for the organization when they approve the annual budget, and the board sets the compensation for the Executive Director. The Executive Director then decides how best to allocate the balance of the salary line for the year. The board should review individual salaries periodically to insure that there is no bias in compensation levels.
9. **Plan programs and procedures** - *The Executive Director and staff.* Programs and procedures refer to the day-to-day operations, which are the purview of the Executive Director and his or her staff.
10. **Recommend policy to the Board** – *Everyone.* The organization should create a culture which values all input, but the hierarchy of the organization must be maintained. A staff person with a recommendation should bring that suggestion the Executive Director, not directly to the board.

11. **Plan space and facilities.** – *Executive Director and staff.* Space and facilities refers to the day-to-day operations, which are the purview of the Executive Director and his or her staff.
12. **Assess organizational problems** – *Everyone.* An atmosphere in which everyone feels comfortable identifying organizational problems will prove beneficial to the organization. However, appropriate boundaries must be maintained. The staff should not go directly to the board with their concerns, nor should board members go to any staff other than the Executive Director with their concerns. However, it is equally important that board members understand the difference between problems that should be addressed on the governance level and problems that should be addressed on the operations level, by the Executive Director.
13. **Recruit, orient and train new Board members** – *The Board of Directors.* New board members need to be instructed as to how best to fulfill their new role, and this often best accomplished through peer-to-peer discussion. This can be accomplished by the Board Chair or a board-comprised governance committee, and is often carried out with the assistance of the Executive Director, who provides the staff support to the board. The board members are ultimately responsible for recruiting new board members, although the Executive Director and other staff members often assist with these efforts.
14. **Coordinate Board operations** – *Board Chair.* It falls to the Board Chair to organize the board's operations such that they are carried out effectively and efficiently, with staff support from the Executive Director.
15. **Enforce Board rules on attendance and participation** – *The Board of Directors.* It is much more effective for peers to hold each other accountable. A discussion between two volunteers creates a more compelling argument for compliance than does a similar conversation between one volunteer and one paid member of the organization's staff. A board-comprised governance committee can enforce these rules effectively.
16. **Conduct assessment of Board performance** – *The Board of Directors.* It is incumbent upon the board to evaluate both its performance as a group and the performance of individuals. Regular performance assessment (at least every 2 years) insures that the board operates efficiently and effectively, and that it keeps in touch with the organization's needs.
17. **Participate in Board Committee Activities** – *Everyone.* Board Committees should be led by board members, but other non-board members can participate and be voting committee members. Staff members can also participate as well as provide staff support to the committee.
18. **Ensure that the organization stays true to its mission** – *The Board of Directors.*
19. **Serve as official spokesperson** – *Shared, generally between the Executive Director and the Board Chair.* Often there is an understanding as to who will address specific topics. This eliminates the possibility of seemingly contradictory information being disseminated. Although responsibility for speaking on behalf of the organization can be delegated to others, it is imperative that board members do not take it upon themselves to act in the capacity of an official spokesperson.
20. **Maintain a professional atmosphere** – *Everyone.* This is everyone's responsibility.

Source: Pennsylvania Association of Nonprofit Organizations, **Standards for Excellence** Ed Packet.