

COMMUNITY FOUNDATION OF OTTAWA

POLICY

POLICY: EXECUTIVE AUTHORITIES AND LIMITATIONS

Statement:

The CEO shall not:

- cause or allow in the organization any practice, activity, decision or circumstance which is either imprudent, unethical or unlawful;
- introduce new services, programs or activities which exceed the approved core budget, deviate from the organization's strategic intents and purposes, or do not meet Board approved criteria for new initiatives, regardless of their resource implications;

Strategic Plan

The CEO shall formulate and recommend to the Board a strategic plan for CFO spanning at least three (3) years. The plan shall be consistent with CFO's mission and policies.

The CEO shall submit to the Board an annual analysis of progress, identify the rationale for variances, recommend modifications to the plan for the remainder of its duration.

Strategic and Operational Goals

In accordance with the Board approved strategic plan, the CEO has responsibility for the implementation of strategic and operational goals to fulfill the mission and ensure the effectiveness and efficiency of CFO, including:

- ensuring implementation and monitoring of services and programs;
- allocation of human and financial resources;
- reporting to Board, funders and donors on progress, performance and outcomes;
- developing and submitting proposals for Board-approved new initiatives;
- implementation of volunteer groups such as task forces to advise on specific aspects of services and programs.

Operational Plan

The CEO:

- prepares an annual operating plan for CFO containing objectives by which staff shall move the organization closer to the accomplishment of goals identified in the strategic plan;
- reports regularly to the Board on significant issues and trends in the community and the voluntary sector which may impact the execution of the plan;
- identifies potential new initiatives, which may require immediate discussion and/or decision.

Leadership of Human Resources

The CEO:

- ensures the preparation of work plans to meet annual objectives and that a performance management process is in place to review progress at least annually;
- provides effective leadership to employees and volunteers in order to capitalize on the full potential of this resource;
- ensures that all employees are stimulated, motivated and guided to contribute fully to CFO's mission, values and strategic directions;
- ensures that all employees are empowered to identify innovative approaches to enhance organizational performance;
- selects senior staff and sets compensation in accordance with approved budgets;
- clarifies the mandate, authorities and accountabilities of all staff positions;
- ensures the existence of a succession planning process;
- ensures that dealings with employees and volunteers shall be neither inconsistent with CFO's values and by-laws, nor in violation of statutory requirements.

Asset Protection

The CEO ensures that assets are adequately protected and maintained and not unnecessarily exposed to risk. Accordingly, the CEO may not:

- fail to secure appropriate insurance against crime, casualty and liability to Board members, staff and CFO itself;
- subject office and equipment to improper wear and tear or insufficient maintenance;
- unnecessarily expose the organization, its Board or staff to claims of liability;
- make any purchase exposing CFO to conflict of interest or without balancing long term cost and quality;
- receive, process or disburse funds under controls which are insufficient to meet auditors' standards;

Budgeting/Forecasting

Budgeting for any fiscal year or the remaining part of any fiscal year shall not deviate from Board priorities, risk fiscal jeopardy, nor fail to show a generally acceptable level of foresight. Accordingly, the CEO must prepare, maintain and regularly report to the Board on a budget which:

- contains enough information to enable:
 - accurate projection of revenue, and expenses, based on historical and current data;
 - a forecast of cash flow;
 - disclosure of planning assumptions.
- does not plan the expenditure in any fiscal year of more funds than are conservatively expected to be received;
- is derived from a multi year strategic plan.

Financial Condition

- The Board, supported by the CEO, is responsible for improving the financial condition of the organization through the generating of revenue. With respect to the actual ongoing condition of the organization's financial health, the CEO may not cause or allow:
the development of fiscal jeopardy;
- deviation from the total approved core expenditures and no deviation within approved core salary and benefit expenditures;
- deviation from project expenditure budgets unless previously discussed and approved by the funder.

Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the CEO may not cause or allow jeopardy to fiscal integrity or public image. Accordingly, the CEO may not:

- change her own compensation and benefits or derive income from outside sources which might present a conflict for her time;
- establish compensation or benefits plans which deviate materially from the geographic market for the skills employed.

Public Profile

Through personal department, the CEO establishes a strong and respected profile in the community to promote the understanding of CFO's mission and values and to develop a broader understanding of the role of community foundations. In doing so, the CEO also establishes and maintains effective relationships with key audiences, partners and the public.

The CEO understands and is sensitive to media and public perceptions on issues and demonstrates an ability to see beyond every-day operational issues.

The CEO utilizes extensive influencing and negotiating skills when dealing with individuals and organizations.

Trends

The CEO remains current on trends in the community, the voluntary sector, government, business and the economy to ensure that CFO has the best possible information with which to address emerging issues.

EFFECTIVE DATE:

April 6, 1999

LAST REVISED OR REVIEWED:

February 2013

SUBJECT TO REVIEW:

Approved at time Governance Manual is approved, or at least every five years