



# Chapter 3

## *Staff Responsibilities*

### This Section Contains:

-  Executive Director Responsibilities
-  Staff Responsibilities

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## RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR AND STAFF

Now that you have reviewed your responsibilities as a board member, you need to know what things *are not* your responsibility? To understand what is outside your area of responsibility, you should fully understand the role of the Executive Director. The Executive Director is tasked with handling the day-to-day nuts and bolts management of the organization. Specifically, the Executive Director has the following responsibilities:

- ☑ **Short-Term Planning to Fulfill Long-Term Objectives.** It is up to the Executive Director to decide how the goals laid out in your Association's long-range plan will be met. He or she will play a significant role in helping you develop a long-range plan and will then organize a series of short-term plans to move the organization toward its goal.
- ☑ **Organizing the Association's Internal Structure.** The Executive Director determines who does what within THA, and how information passes from one staffer/department to another. For example, if a staffer at THA is consistently overwhelmed with work while another has little to do, then your Executive Director may consider restructuring work responsibilities for maximum productivity. As the manager, your Executive Director should be able to create the kinds of positions and internal structure he or she deems necessary.
- ☑ **Staffing (Hiring, Firing, Evaluating, Discipline, Grievances).** The Executive Director handles staff issues. However, you are responsible for one employee – the Executive Director. You need to step back and allow the Executive Director to supervise staff as he or she sees fit. As a board member, you judge your Executive Director's performance of the entire organization, not that of individual staffers.
- ☑ **Directing, Leading and Motivating Staff.** This is closely related to the previous duty. Your Executive Director should inspire, direct and lead staff in the direction board members have laid out in their various policies. Although board members are leaders of the entire organization, they are not staff leaders and should not tell staffers how to do their jobs.
- ☑ **Controlling the Association's Activities and Budget.** The Executive Director will address the internal and operational activities of THA. For instance, the board sets and approves an annual budget. However, your Executive Director makes the day-to-day decisions about how money is spent.

*These are the responsibilities of the Executive Director and how they are different from your own.*