

# AbaF

## Sharing the load: some respective roles of the Board and CEO

		Board	CEO
<b>Performance</b>	<b>Planning</b>	<ul style="list-style-type: none"> <li>require a strategic plan and marketing plan</li> <li>participate in the planning process</li> <li>confirm the mission, vision, top-level goals</li> <li>adopt the plans</li> </ul>	<ul style="list-style-type: none"> <li>stimulate future visioning</li> <li>enhance planning debate with relevant industry knowledge</li> <li>propose options, strategies and action programs</li> <li>adopt the strategic plan as a key framing tool for action</li> <li>link appraisals back to the plan</li> </ul>
	<b>Resourcing</b>	<ul style="list-style-type: none"> <li>balance organisational aspirations and resources</li> <li>approve the income mix and determine the risk profile</li> <li>open political and business doors</li> </ul>	<ul style="list-style-type: none"> <li>maintain healthy relationships with funders and purchasers</li> <li>maximise income within agreed policies and values of the organisation</li> <li>follow through on opportunities identified by the board</li> </ul>
	<b>Monitoring</b>	<ul style="list-style-type: none"> <li>confirm key performance indicators and targets</li> <li>review progress against the strategic plan and budgets</li> <li>commission service evaluations, stakeholder research and feedback</li> <li>appraise the CEO</li> </ul>	<ul style="list-style-type: none"> <li>maintain performance data and financial reports</li> <li>engage staff in progress monitoring and evaluation</li> <li>appraise the staff</li> <li>provide regular feedback to board and staff – build a learning organisation</li> </ul>
<b>Compliance</b>	<b>Compliance</b>	<ul style="list-style-type: none"> <li>audit, legal and risk exposure</li> <li>set standards and ensure process documentation</li> <li>encourage awareness throughout the organisation</li> <li>maintain a risk register</li> </ul>	<ul style="list-style-type: none"> <li>build personal knowledge of relevant legislation</li> <li>encourage compliance awareness throughout the organisation</li> <li>develop contingency and risk management plans</li> </ul>

<b>Accountability</b>	<ul style="list-style-type: none"> <li>• identify the key stakeholders and maintain awareness of their needs</li> <li>• articulate the board's trusteeship on behalf of the wider community</li> <li>• build a culture of service excellence</li> <li>• maintain honest, robust debate in the boardroom</li> <li>• develop high standards of decision-making</li> <li>• accept ultimate responsibility for the organisation's performance</li> </ul>	<ul style="list-style-type: none"> <li>• accept the authority of the board and the Chair</li> <li>• accept delegated responsibility for operations and service delivery</li> <li>• implement agreed marketing and communications plans to keep media, stakeholders and the wider public informed</li> <li>• use appraisals and evaluations to motivate improvement</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• establish an ethical culture</li> <li>• support the CEO</li> <li>• be vigorous advocates for the organisation</li> <li>• focus on performance and improvement</li> </ul>	<ul style="list-style-type: none"> <li>• inspire the staff and stimulate the board</li> <li>• encourage a culture of service excellence</li> <li>• work in close liaison with the Chair to ensure coherent organisational leadership</li> </ul>

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