



Policy Branch

2066 Retallack Street
Regina, Saskatchewan S4S 7X5

4 Global Council-ED Relationship

Rev Date : Rev No : Ref No
10/7/2014 3 52440

The Council's sole official connection to the operational organization, its achievements and conduct shall be through the Executive Director.

4.1 Unity of Control

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Only officially passed motions of the Council are binding on the Executive Director.

1. Decisions or instructions of individual Council members, officers, or committees shall not be binding on the Executive Director except in rare instances when the Council has specifically authorized such exercise of authority.
2. In the case of Council members or committees requesting information or assistance without Council authorization, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time or funds or are disruptive.
3. Only the Council, acting as a body, can employ, terminate, discipline, or change the conditions of employment of the Executive Director.

4.2 Accountability of the Executive Director

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The Executive Director is the Council's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Council is concerned, is considered the authority and accountability of the Executive Director.

1. The Council shall not give instructions to persons who report directly or indirectly to the Executive Director.
2. The Council shall not evaluate, either formally or informally, any staff other than the Executive Director.
3. The Council shall view the performance of the Executive Director as identical to organizational performance, so that organizational accomplishment of Council stated Ends, and compliance with Executive Limitations, shall be viewed as successful performance of the Executive Director. Therefore the Executive Director's job contributions shall be accomplishment of the Ends while maintaining compliance with the Executive Limitations.

4.3 Delegation to the Executive Director

The Council shall direct the Executive Director through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Executive Director to use any reasonable interpretation of these policies.

1. The Council shall direct the Executive Director to achieve specified results, for specified recipients, at a specified worth. These policies shall be called Ends policies. All issues that are not Ends issues as defined above are Means issues.
2. The Council shall develop policies that limit the latitude the Executive Director may exercise in practices, methods, conduct and other "means." These policies shall be called Executive Limitations policies. These limiting policies shall describe those practices, activities, decisions and circumstances that the Council would find unethical or imprudent, and therefore unacceptable, even if they were to be effective. The Council shall never prescribe organizational means delegated to the Executive Director.
3. All policies shall be developed systematically from the broadest, most general level to more defined levels.
4. As long as the Executive Director uses any reasonable interpretation of the Council's Ends and Executive Limitations policies, the Executive Director is authorized and required to establish all further policies, make all decisions, take all actions and develop all activities.
5. The Council may change its Ends and Executive Limitations policies, thereby shifting the boundary between Council and Executive Director domains. By so doing, the Council changes the latitude of choice given to the Executive Director. However, as long as any particular policy is in place, the Council and its Members shall respect and support the Executive Director's choices. This does not prevent the Council from obtaining information from the Executive Director about the delegated areas, except for individual member-identified data.

4.4 Executive Director Recruitment Qualifications

Council has established minimum qualifications for the position of Executive Director:

1. Academic qualifications

- Eligible for registration with SRNA.
- Baccalaureate Degree.*
- Master's Degree.*

*one of the two degrees must be in nursing.

2. Experience

- Progressive & diverse experience in management/leadership positions.
- A minimum of ten years experience in nursing in a variety of practice settings.
- Active involvement in professional nursing organizations.
- Experience in working with boards.

3. Since the Council is committed to a style of governance which uses the Policy Governance® model developed by Dr. John Carver, the Executive Director must be prepared to work with the Council using this model. Experience in working with a Policy Governance® board is an asset; at minimum, commitment to learn and use the model is required.

4.5 Monitoring Executive Performance

Monitoring executive performance is synonymous with monitoring organizational performance against Council policies on Ends and on Executive Limitations. Any evaluation of the Executive Director's performance, formal or informal, may be derived only from these monitoring data.

1. The purpose of monitoring is to determine the degree to which Council policies are being fulfilled. Information which does not do this shall not be considered to be monitoring data.

2. A given policy may be monitored in one or more of three ways:

2.1. Internal report: Disclosure of compliance information to the Council from the Executive Director.

2.2. External report: Discovery of compliance information by an impartial, external auditor, inspector or judge who is selected by, and reports directly to, the Council. Such reports must assess executive performance only against policies of the Council, not those of the external party, unless the Council has previously indicated that party's opinion to be the standard.

2.3. Direct Council inspection: Discovery of compliance information by a Council member, a committee or the Council as a whole. This is a Council inspection of documents, activities or circumstances directed by the Council which allows a "prudent person" test of policy compliance. Such an inspection is only undertaken at the instruction of the Council

3. In every case, the standard for compliance shall be any reasonable Executive Director interpretation of the board policy being monitored. The Council is the final arbiter of reasonableness, but shall always judge with a "reasonable person" test rather than interpretations favoured by Council members, the disinterested third party, or even the Council.

4. Upon the choice of the Council, any policy can be monitored by any method at any time. For regular monitoring, however, each Ends and Executive Limitations policy shall be classified by the Council according to frequency and method. (See Attached Monitoring Frequency Schedule)

5. A formal evaluation of the Executive Director by the Council shall occur annually, based on the achievement of the Council's Ends policies and non-violation of its Executive Limitations policies. This formal evaluation shall be conducted as a summative evaluation of previous regular monitoring data.

6. Review the Executive Director compensation annually with performance review.