Executive Director Responsibilities and Functions

In the conduct of the ongoing business of JULIE, Inc., the Executive Director is responsible for all business operations, including management of the assets of JULIE, Inc.; hiring, training, promotion, discipline and termination of employees; and for establishing and maintaining the business organization and structure to efficiently conduct the management functions of JULIE, Inc.

The Executive Director plans for and administers a program providing service in accordance with JULIE, Inc.'s stated purpose and in such a manner that optimum results are achieved in relation to the resources of the agency, and operates under the general direction of the JULIE, Inc. Board of Directors.

Executive communication/counsel to the Board

The Executive Director will provide information and counsel to the Board. Accordingly, he/she will:

- Make the Board aware of special events, relevant trends, material external and internal changes and the assumptions upon which any Board policy has previously been established;
- Submit required monitoring data in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored;
- Marshal as many staff and external points of view, issues and options as needed for fully informed Board choices; and
- Present information in a form that is understandable and of reasonable length.

Delegation to the Executive Director

The Board’s job is generally confined to establishing topmost policies, leaving implementation of Board policy to the Executive Director. All Board authority delegated to staff is delegated through the Executive Director.

The Executive Director is authorized to establish all further policies, make all decisions, take all actions and develop all activities which are true to the Board’s policies. The Board will respect the Executive Director’s choices so long as the delegation continues. This does not prevent the Board from obtaining information about activities in the delegated areas.
No individual Board member, officer or committee has any authority over the Executive Director. Information may be requested by such parties, but if such request, in the Executive Director’s judgment, requires a material amount of staff time, it may be refused.

**Areas of responsibility delegated to the Executive Director**

In the area of **human resources**, the Executive Director relates both to the Board and to the staff of JULIE, Inc., but has ultimate responsibility to the Board.

For the **Board of Directors**, the Executive Director:

- develops and recommends to the Board of Directors, specific, written, long- and short-range plans for the achieving of JULIE, Inc. strategic plan;
- maintains appropriate relations with the Board and various Board committees, and keeps them informed;
- interprets trends in the fields of service in which JULIE, Inc. is engaged maintaining involvement in the professional field as a whole; and
- assists with orientation and training programs for the Board.

For the **JULIE, Inc. staff**, the Executive Director:

- supervises and directs key staff in the performance of their duties;
- evaluates the performance of key staff members; and
- provides overall control of and direction for the personnel of JULIE, Inc., including active participation in or approval of personnel actions.

In the area of **planning**, the Executive Director:

- evaluates the services being provided by JULIE, Inc. in relation to specified goals and standards, and recommends modifications, where appropriate; and
- recommends new programs to the Board.

In the area of **finance**, the Executive Director:

- oversees the JULIE, Inc. budget process and is accountable for control of these resources once approved and
- directs all financial operations of JULIE, Inc.
In the area of **constituent relations**, the Executive Director:

- manages all activities including coordinating Board activities in this area.

In the area of **interagency relations**, the Executive Director:

- maintains appropriate relations with other professional and service groups in the community;
- maintains appropriate relations with federal, state, and local government units; and
- maintains appropriate relations with other agencies in similar fields of service.

In the area of JULIE, Inc. **organizational operations**, the Executive Director:

- recommends policies to the Board and/or assists the Board in the formulation of policies for the effective and economical operation of JULIE, Inc. and its programs;
- ensures implementation of the policies adopted by the Board;
- has chief administrative responsibility for maintenance of agency facilities, and regular reporting to various bodies; and
- carries chief staff responsibility to ensure that legal obligations of JULIE, Inc. are met.

**Monitoring Executive Director’s performance**

Monitoring Executive performance is somewhat synonymous with monitoring organizational performance. The Board delegates management to the Executive Director and must have a process for ongoing monitoring of the Executive Director’s performance of the delegated duties. The purpose of monitoring is to determine the degree to which Board policies are being fulfilled.

The Board will monitor the Executive Director’s performance by awareness of the Executive Director's job description, careful attention to all reports delivered to the Board and through an annual written evaluation of the Executive Director's job performance.
Executive Director’s performance evaluation

It is the policy of JULIE, Inc. to regularly evaluate the work performance of the Executive Director.

The evaluation should occur immediately following the Board Strategic planning Summit in November, but at least by early December to allow the Board to collectively review the results and provide sufficient time for the H.R. Committee to communicate the evaluation results to the Executive Director.

Compensation of the Executive Director will be determined after completion of the evaluation. Any increase in compensation will be effective beginning with the first pay period of the new calendar year following the evaluation.

Although the evaluation will be facilitated by the Human Resources Committee and the Board president, all Board Directors and the president will participate in the evaluation process.

The process begins with a review of the current job description to determine accuracy and appropriateness. The team next utilizes the organization’s current evaluation form based upon the job description and current year’s organization objectives. Respondents will be asked to rate the Executive Director’s performance against each line item on the checklist as follows:

- **4 - Exceeds** Performance consistently exceeds expectations of the job.
- **3 - Meets expectations** Performance consistently meets expectation of the job.
- **2 - Improvement needed** Performance does not meet expectation of the job.
- **1 - Unacceptable** Performance is consistently below expectations. Level of job performance is unacceptable and must improve.
- **N/A -not applicable** Performance is not evaluated as it is not applicable to the job.

Space should be allowed on the checklist at each line item for comments.
Prior to the October Strategic Planning Summit, the H.R. Committee mails the checklist to all Board members with a self-addressed stamped envelope so that all evaluations are returned in person to the home or business address of the Board president or H.R. committee chairperson. A request is sent with the evaluation form to complete within ten working days of the retreat. Respondents have the option of signing or not signing their evaluation forms. Constructive criticism from Board members should be specific so that appropriate corrective action may be taken by the Executive Director.

When the Board members have returned the evaluation forms, the Board president or H.R. chairperson makes up a composite checklist which, by line item, indicates the number of responses for each rating. All comments are randomly listed without identifying the source of each comment.

Next, the full Board meets, without the Executive Director present, to review the composite evaluation. The Board must reach consensus on each item in the checklist.

Then the H.R. committee meets with the Executive Director to present the full Board’s conclusions about the evaluation. Should the Executive Director be in serious disagreement with part or all of the evaluation, the right to respond to the full Board must be available. Such a response should lead to a dialogue in which the problem area can be resolved in a candid and professional way.

The final agreed-upon evaluation should be signed by both the Executive Director and the Board president. A copy of the evaluation is given to the Executive Director, and the original evaluation is kept on file by the Board chairperson to be passed on to the next Board chairperson. A copy of the evaluation is not kept in the personnel office.

Board members will not solicit information regarding the Executive Director’s performance from subordinate staff. Staff plays no role in the evaluation. The board recognizes that including staff can seriously erode the relationship which must exist between the Executive Director and staff.

**Board/Executive Director relationship**

The Board of Directors recognizes and maintains the following guidelines in the Board’s relationship with the Executive Director:

- Good management is recognized as one of the key factors in the success of the organization. The Board reserves the authority to establish policies,
approve plans, and programs and delegate authority to the Executive Director;

• The Board will approve policies and long-range plans and programs for JULIE, Inc., and delegate authority to the Executive Director to execute and carry out the policies, plans and programs. The Executive Director will be responsible for hiring capable personnel within the limitations of Board policy and budget constraints, determining the appropriate compensation, training, supervising, disciplining and terminating if necessary;

• Board members will refrain from individually discussing management and personnel issues with JULIE, Inc. personnel other than the Executive Director. The Board, in consultation with the Executive Director, may confer with key personnel at regular or special meetings of the Board;

• authority for management of JULIE, Inc. will be through the Board of Directors to the Executive Director, then to other personnel. The Board will require full and timely information from the Executive Director concerning pertinent matters that relate to the management of JULIE, Inc.;

• The Board recognizes that efficient management of JULIE, Inc. can exist only through mutual understanding and cooperation between the Board and the Executive Director. The Board also recognizes that the Executive Director is accountable to the Board to show results, but the Executive Director cannot perform well and show good results if not given latitude to exercise independent judgment in executing Board policy. Therefore, the Board grants that latitude of judgment and discretion and expects full accounting of performance from the Executive Director; and

• The Board recognizes its position as the employer of the Executive Director and will be responsible for a systematic annual evaluation of the Executive Director’s performance. The evaluation will be for the purpose of improving the Executive Director’s performance and to provide a basis for consideration of the Executive Director’s salary for the next year.

Executive Director’s job description

SUMMARY: Manage the overall planning, establishment and implementation of the organization’s goal, policies and strategies.

DUTIES/QUALIFICATION REQUIREMENTS: To perform this job successfully, an
employee must be able to perform each of the essential duties satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable team members with disabilities to perform the essential functions.

1. Act as main contact with the Board of Directors, implementing the Board’s directions, plans and strategies.

2. Establish and implement JULIE’s goals, plan and policies.

3. Review and evaluate the performance of JULIE’s operation, identifying problem areas and directing the development of corrective measures.

4. Oversee the development of the operating budgets and present proposed operating and capital expenditure budgets for review and approval by the Board of Directors.

5. Review management reports to ensure the effective operation of JULIE to meet member needs and requirements.

6. Represent the organization in the business community, with contractors, member companies, potential members, governmental agencies, professional societies, and civic organizations.

7. Negotiate and contract for building, facility and capital equipment needs.

8. Participate in labor relations, representing the organization in labor negotiations and ensuring the organization’s compliance with the collective bargaining agreement.

9. Work with the Board President to create quarterly Board meeting agendas.

10. Staff liaison to the Facility, Governmental Affairs, Human Resources, Operations and Vision committees.


12. Organize and facilitate annual board strategic planning Summit.

13. Perform other related duties as assigned.
EDUCATION and /or EXPERIENCE:  Masters Degree or equivalent experience. Minimum 12 years’ experience in management or business administration, not-for-profit or union experience preferred. Budgetary and supervisory experience required.

LANGUAGE SKILLS:  The ability to read, write and understand written documents. Must be able to compose various types of legal and business documents. The ability to speak and to hear clearly.

REASONING ABILITY:  Ability to apply commonsense understanding to give written or oral instructions. Ability to deal with problems involving multiple variables. Must exercise considerable ingenuity and exceptional judgment to establish and ensure operation procedures of entire organization. A high degree of diplomacy is required. Must be able to set priorities and multitask.

MATHEMATICAL ABILITY: Ability to add, subtract, multiply, and divide. Ability to use whole numbers, fractions, and percentages.

CONTACTS:
  *Internal*: All JULIE directors and managers, and JULIE union employees

  *External*: Board of Directors, JULIE members, Illinois Commerce Commission, Local and State government officials, Union representatives.

PHYSICAL DEMANDS: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing this job, an employee is regularly required to stand, sit, and walk. The employee must regularly lift and/or move up to 5 pounds, occasionally lift and or move up to 20 pounds. Employee is required to use hands in repetitive motions using a keyboard, be able to reach with hands and arms. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and ability to adjust focus.

ENVIRONMENTAL CONDITIONS: Possess the ability to work in a typical office setting. May require occasional travel.