

SECTION VII – EXECUTIVE DIRECTOR

SUBSECTION 1 - AUTHORITY OF THE EXECUTIVE DIRECTOR

The Executive Director (ED) has overall responsibility for the operation of the corporation and is responsible for management of day-to-day operations. The Executive Director shall have decision-making authority/responsibility for decisions, including but not limited to, how policies and goals are attained; organization and control of resources; maintenance of professional competence, and full control over operations, organizational behavior, subordinate managers and employees, human resource development, Board approved budgets, and implementation of action items within each program area. The ED provides organizational leadership and support for the Board in achieving GVR's vision, mission, and strategic plan. The ED serves as the community liaison to enhance the visibility of the organization locally, regionally and nationally. The Executive Director may delegate authority to staff as appropriate.

A. FISCAL AUTHORITY

In order to conduct business activities consistent with the mission of GVR, financial stability and integrity must be maintained.

The Executive Director shall:

1. In conjunction with the Finance Director, develop the annual budget and work with the Board to maintain the facilities, programs, and operation of the corporation to the highest possible standard.
2. Be responsible for managing expenditures within the approved budget without incurring indebtedness.
3. Be authorized to approve expenditures and execute contracts within the operations budget.
4. Be responsible for development and maintenance of sound financial practices.
5. Oversee the fiscal management of GVR, including authority to approve financial matters, implement fiscal controls, execute contracts and leases, fund expenditure approvals, and maintain accurate accounts of every financial transaction of GVR and any other activity of a financial nature.
6. Set rental rates for not-for-profit organizations not affiliated with GVR.
7. Purchasing supplies and services within the established limits.

B. PROGRAMMATIC AUTHORITY

The Executive Director has the authority to act in accordance with the mission and stated purpose of GVR.

The Executive Director shall:

1. Protect the non-profit status of GVR.
2. Provide a safe environment for members of GVR.
3. Structure the organization to improve operations and make changes as necessary to the organizational structure.

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4. Develop policies for the dissemination of information to the membership and general public.
5. Participate in development and maintenance of short and long range strategies.
6. Review proposed projects and programs of GVR.

C. HUMAN RESOURCES

The Executive Director directs the human resources of the organization. It is critical that the human resources of GVR are organized to perform at a superior level for the corporation, through both paid and volunteer staff.

The Executive Director shall:

1. Maintain comprehensive HR policies and practices.
2. Develop and recommend to the Board compensation packages that are competitive within Pima County and Southern Arizona.
3. Develop and guide employee and volunteer training.
4. Ensure that there is an effective management team, support staff, and volunteer system in place. Effectively manage the Human Resources (HR) of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations and corporate policy.
5. Ensure the development and implementation of personnel training programs that enhance the human resources of the organization.
6. Maintain a climate that attracts, retains, and motivates top quality people – both paid staff and volunteers.

D. BOARD RELATIONSHIP

The Executive Director shall:

1. Participate with the President of the Board to develop agendas for meetings and provide appropriate information so that the Board may make informed decisions.
2. Keep the Board fully informed on the condition of the organization.
3. Inform and support all Directors so that they may contribute to the Board effectively.
4. Work with the President and Committee chairs to ensure that Board Committees function effectively.
5. Recommend to the Board changes to and interpretations of corporate policy.
6. Work cooperatively with the President and be responsible and accountable to the entire Board.

E. OTHER

The Executive Director shall:

1. Monitor and ensure compliance with federal and state laws, Pima County regulations and ordinances, and GVR's Articles of Incorporation, Bylaws, Corporate Policy Manual, and Corporate Operations Manual.

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2. Be responsible for the organization's achievement of its vision, mission, and goals.
3. Administers and implements all corporate policies.
4. Develop a public outreach program to promote GVR.
5. Assure the organization and its mission, programs, products and services are consistently presented in a strong, positive image to members.
6. Be responsible for the setting hours of operation for facilities, and for the sharing of those hours by various GVR and non-member groups.
7. Be authorized to deny facility access to a group or to cancel any event, even if in progress, for any reason he deems valid.
8. Authorize voluntary dissolution of GVR clubs.
9. Perform other duties as prescribed by the Board of Directors.

SUBSECTION 2: EXECUTIVE DIRECTOR COMPENSATION

Yearly the President of the Board (or designee) shall research compensation for the Executive Director through salary surveys and other compensation information. The President of the Board shall then recommend to the Board the compensation for the Executive Director. This shall be completed 30 days prior to the anniversary date of the Executive Director.

The Board may offer the Executive Director the opportunity to earn an additional bonus. This bonus may not exceed 10% of the annual salary of the Executive Director and will be based on the goals and objectives and performance evaluation.

SUBSECTION 3: EXECUTIVE DIRECTOR – PERFORMANCE APPRAISAL PROCESS

The Performance Appraisal and Goals shall be completed at least annually 30 days prior to the date of the Annual Meeting of the Board of Directors. The Board at its discretion, may conduct, or may have conducted, additional performance reviews of the Executive Director at any time. In the case of a new Executive Director an evaluation shall be completed at 3 months, 6 months, 9 months and yearly.

Any and all reports, conclusions, findings or information resulting from such reviews may only be discussed in Executive Session. Failure to conduct such reviews in no way shall relieve the Executive Director from performing such duties and responsibilities as required by contract or any other document of Green Valley Recreation, Inc.

A. Importance of performance appraisal:

1. This is the regular process of both formally and informally providing feedback about an individual's implementation of his/her responsibilities. All employees deserve and expect ongoing feedback, whether formal or informal and all employees should expect a formal appraisal, conducted annually by the supervisor.

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2. The process begins with the job description. Board and Executive Director must be clear about the responsibilities, scope of authority and limitations along with the standards and expectations of the job.
3. Self evaluation is an important component of the process. The same form should be used by the Executive Director and the Board. The self-evaluation must be considered during the review of performance.
4. At the conclusion of the process, the forms are filed in the employee's file. Previous year's results are used for the next year's evaluation.
5. The appraisal results form the basis for bonuses. Bonuses are formulated during the budgeting process and instituted within 30 days of the annual anniversary of the Executive Director.

B. Elements of the performance appraisal Process for the ED:

1. A committee of the Board of Directors shall manage the performance appraisal and will conduct the performance appraisal interview. If the President has been in office less than 6 months, inclusion of the Past President on the committee is necessary if possible. This Committee shall consist of at least 3 Board members who have been in office for more than 1 year. No staff or non-board members shall participate.
2. The Current President establishes the committee and chairs it.
3. The Committee works on behalf of the Board and does not assume its authority regarding the ED. The total Board serves as the evaluator and final arbiter of any issues related to performance of the ED.

C. Committee responsibilities:

- The committee shall be appointed and serve through the entire evaluation year.
- They shall draft any changes to the ED Job Description and obtain Board input/approval, design the Performance Appraisal Process, including the necessary tools, and recommend to the Board the process and tools. The Board formally adopts the process and tools.
- They shall initiate the formal performance appraisal process, typically 2-3 months prior to the date of the Annual Meeting of the Board of Directors. This time period allows completion of the appraisal process, format review and action by the Board and meeting with the ED.
- They shall recommend the bonus to the Board following the annual performance appraisal.
- They shall review and endorse the ED's annual goals and professional development plan and inform the full Board.
- They shall regularly review the job description, any relevant policies and the appraisal process and recommend enhancements for review and action by the Board as necessary.

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D. Steps in the ED performance appraisal process:

1. The Committee reviews Performance Appraisal Process, informs the Board of the process and invites Board members and ED to provide any comments to the Committee.
2. Performance forms are provided to each Board member for their completion and these are returned to the Committee.
3. ED completes a self-evaluation form and returns it to the committee.
4. Committee meets and summarizes the Board's completed ratings and compares the results to the ED's self-appraisal.
5. Committee meets with the ED to review the findings. Committee Chair sends confidential memo to the Board and convenes an executive session without the ED to discuss the results and recommendations. The Board will discuss the appraisal memo and bonus recommendation, make changes if desired and then act. The minutes will reflect the action.
6. The Board assists the Committee in developing New Goals for the next year along with input from the ED.
7. The Committee (or a representative of) meets with the ED to discuss the results of the appraisal and the Board decision.
8. The ED and the Committee modify the Goals for the next year, work together to outline the Performance Improvement and Development Plan.

E. Performance appraisal ratings:

- **EXCEEDS EXPECTATIONS** – The individual is making an exceptional, significant contribution to the organization. This person consistently accepts responsibilities beyond those of the job held and continuously exceeds expectations regarding completion of work assignments. There are few areas regarding performance of job responsibilities in which he/she could improve.
- **MEETS EXPECTATIONS** – The individual is a steady, consistent, dependable performer and carries out duties in a fully responsible and effective manner. Meets and occasionally exceeds expectations regarding job responsibilities and completion of work assignment. Even though present performance is acceptable, there are areas regarding performance of job responsibilities in which the person needs improvement.
- **NEEDS IMPROVEMENT** – The individual falls below standards or expectations. It is expected that with the appropriate improvement plan, performance will reach a fully satisfactory level within a short specified time period.

Section VII was approved by the GVR Board of Directors on August 23, 2011.