



∴ ontario library association

Governance Policies and Procedures

Policy Name: Executive Director's Role and Responsibility	
Policy Number: G 4.1	Policy Type: Corporate and Organizational
Approval Date: November 2015	Date for Review: Every 3 Years

INTRODUCTION:

Reporting to the Board of Directors of the Ontario Library Association (OLA), the Executive Director (ED) is responsible for the provision of leadership and organizational management of OLA in accordance with the strategic direction and policies established by the Board of Directors.

RESPONSIBILITIES:

1. Support to Board Governance

Supports a strong OLA Board of Directors and governance framework to ensure the effective governance of the Association.

- Participates with the Board to establish and achieve the Vision, Mission, Values and strategic plans of the Association. Executes the direction set by the Board, and provides regular reports on progress.
- Acts as liaison, support and acts an Ex-Officio member of the OLA Board of Directors and Executive Committee, Division Councils and Executives, and committees and task forces, and collaborates with these entities to fulfill their responsibilities and tasks.
- Implements OLA Objects, By-laws and Board policies. Recommends new or revised policies for the Board's consideration as necessary. Leads the development and application of related organizational procedures and guidelines.
- Provides an orientation and educational opportunities for the Board on their roles and responsibilities as member of the Board of Directors of the Association.
- Collaborates with and provides appropriate levels of timely, relevant and beneficial information to the Board of Directors in order to assist the Board to fulfill its governance responsibility to make informed decisions.
- Ensures that decisions and recommendations made by committees established by Board of Directors are submitted to the Board for approval.

2. Risk Management

Manages risk to protect the assets and reputation of the Association.

- Develops and administers a Risk Management Plan. Identifies and makes recommendations to the Board regarding real or potential business risks.
- Informs the Board about any changes to legislation, funding or programs having an impact upon the Association. Consults with legal counsel as required ensuring legislative compliance.

3. Communication and Counsel to the Board

Provides professional counsel to the Board and ensures that the Board is always informed about all significant matters related to the achievement of the objectives of the Strategic Plan.

- Ensures that the Divisional Councils, Executive Committees, Presidents and Chairs are kept informed on the conditions and operations of the Association, and on all important factors influencing them.
- Advises the Board in a timely, complete and accurate manner of relevant trends, anticipated adverse and/or controversial media coverage, material external and internal changes, or member complaints, which in the judgment of the ED are of pressing concern;
- Submits required monitoring data in a timely, accurate and understandable fashion;
- Works with the President to issue statements on behalf of OLA when required. For example, presents OLA position statements, assumes the role of spokesperson for crisis/emergency communications or communicating Board decisions.

4. Secretary to the Board/Record Management

Acts as Secretary for the Board of Directors and Executive Committee of the Association as stipulated in OLA By-Law 1.

- Conducts the Board's official correspondence, fixes times and dates of meetings, records the official minutes of the Board of Directors.
- Manages the records of the organization as required by relevant legislation and the OLA constitution, bylaws and policies, ensuring accessibility to accurate, authentic and reliable records in all formats, including electronic.
- Provides security and protection of privacy for all files, legal and historic documents, membership and mailing lists in accordance with access to information and privacy legislation and Board policy.

5. Financial Administration

Provides sound and responsible financial management of the organization, and makes available to the Board, through timely and regular reporting mechanisms, all relevant information about the organization's financial position, future projections and any material change or fact.

Ensures that:

- Physical and financial assets of the organization are appropriately administered, protected, adequately maintained and not risked;
- Financial planning and budgeting takes into account the short and long-term financial health of the organization;
- Financial conditions remain sound and in accordance with the Board's policies, generally accepted accounting principles and other established requirements; and
- An annual audit of the Association's financial records is conducted, within six (6) months of the close of the fiscal year.

In co-operation with the Treasurer and the Finance Committee, prepares a comprehensive, annual budget for Board approval. Administers the funds of the Association according to the approved budget and monitors cash flow.

Monitors financial aspects of leases and other contracts.

Manages OLA reserves as directed by the Board. Monitors reserves and budgets accordingly to meet current and future needs; provides projections to the Board.

Oversees cash flow forecasting, planning and management, taking appropriate measures where necessary in order to meet financial obligations.

Oversees procurement of goods and services. Participates in the evaluation and negotiation of contracts with external suppliers as required.

Ensures the accuracy, integrity and timeliness of all financial accounting and reports; monitors revenues and expenditures against budget, ensuring that expenses are controlled; and advises appropriate reports of any variances and ensures that negative variances are addressed.

Enacts a fraud risk management plan that focuses on prevention, detection and response.

Coordinates the annual audit with external auditors. Achieves a successful annual financial audit executed in accordance with by-law provisions and accounting standards.

Ensures that a quarterly financial statement is prepared and issued to the Board of Directors and provides highlights of variances.

6. Revenue Development

In collaboration with the Board, undertakes a revenue development strategy to diversify and optimize OLA financial income from all potential sources.

Oversees the execution, monitoring and evaluation of the revenue development strategy and plan. Reports to the Board annually, or as needed.

Develops and stewards key major business and donor relationships in coordination with appropriate OLA employees and, as appropriate, the OLA Board. Actively participates in fund development campaigns and programs.

Identifies sources for grant funding and writes effective grant applications.

7. Program Planning & Organizational Management

Ensures that the programs and services offered by the Association contribute to its Vision, Mission and reflect the priorities of the Strategic Plan.

Oversees the planning, implementation and evaluation of the Association's conferences, exhibits, workshops and events. Supports and advises programming committees. Exercises control of conference budget and all convention arrangements to meet financial objectives.

Ensures that an organizational framework is in place to support the delivery of daily programs and services by OLA employees and volunteers.

Creates, shapes and leads operational change management and business process improvement initiatives.

Executes such contracts and commitments authorized by the Board or within established policies.

8. Membership

Oversees the management of OLA Membership, abiding by the articles in the Board by-laws with respect to OLA Membership.

Provides the Board of Directors with an annual report on the status of Membership.

Leads the provision of member services:

- Oversees the administration of the membership activities and priorities.
- Provides a process for addressing member inquiries and resolving concerns;
- Advises the Board of any potentially problematic membership issues;
- Conducts membership surveys as appropriate and reports the results to the Board for the purposes of strategic planning, budgeting and other business of the Board.
- Promotes interest and active participation in the Association's activities on the part of the membership and other groups, and reports activities of the Board and the Association through the communications media of the Association.

9. Human Resources Planning and Management

Undertakes sole and exclusive authority for human resources management for employees of the Association.

- Establishes and maintains a sound human resources model including organization structure and staff complement for organizational management and program delivery.
- Implements clear policies, procedures and practices for how the organization and its employees operate.
- Hires and promotes employees; disciplines and discharges employees in accordance with legislation and sound human resources practice.
- Strives for a high performance culture based on developed and empowered employees and volunteers.
- Ensures that all employees receive orientation, appropriate training and professional development opportunities.
- Respects OLA's values of equity and inclusiveness, and endeavors at all times to create and support a working environment for employees and volunteers based upon a culture of mutual respect, free of harassment and discrimination.
- Directs and coordinates all approved programs, projects and major activities of the employees.
- Implements a performance management process for all employees to include performance coaching and mentoring, ongoing performance monitoring and annual performance review.

Manages employee compensation and benefits by ensuring that:

- Compensation and benefits are consistent with the geographic and/or professional market for the skills employed and do not deviate from the Board approved, financial envelope for personnel expenditure; and
- Employees are compensated equitably.

Adheres to, and keeps current with, all Federal and Provincial legislation governing the workplace. Ensures compliance with, but not limited to:

- The Employment Standards Act
- The Ontario Human Rights Code; and
- The Occupational Health and Safety Act; and
- Ensures the essential components of all legislation are properly applied within the workplace.

Develops and maintains a succession plan, which facilitates leadership continuity and ensures the effective operation of OLA.

Presents recommendations annually to the OLA Board with regard to the annual personnel budget as part of the budget planning process.

10. Public Relations and Advocacy

Communicates with members and stakeholders to keep them informed of the work of the Association and to identify changes/trends relevant to the association.

- Issues communication to the general membership using a variety of tools and platforms such as newsletters, general mailings, news releases, social media, etc.
- Serves as the Executive Editor of the publications of the Association and its Divisions.
- Maintains effective relationships with government representatives and ensures that the position of the Association and its members is presented in accordance with the policies and objectives of the organization.
- As required, develops position statements of the Association for Board approval.
- Represents the Association with the media and at public occasions to enhance the Association's profile.
- As appropriate, plans, coordinates and conducts an ongoing public relations program to inform the public about libraries and their services.
- Establishes and maintains relationships with other associations, government, publishers, public service organizations, and vendors as are desirable or necessary in the best interests of the Association and in conformity with the overall objectives and policy of the organization.

11. Other

Carries out such other general responsibilities as may be delegated by the Officers and Board of Directors.

Related Policies

- Delegation of Authority
- Executive Limitations
- Executive Director Performance Evaluation

Essential and Desirable Qualifications

- A Masters of Library and Information Science (MLIS) degree from an accredited institution and/or a graduate degree in public administration or business.
- Certified Association Executive (CAE) designation is desirable.
- Demonstrated leadership experience with a minimum of six years of management experience.
- Experience in the management of an association is preferred.
- Proven experience in the complexities of working with a volunteer, board of directors.
- Proven track record in the areas of organizational leadership, strategic planning, operations management, service excellence, and partnership development.

- Extensive leadership experience in innovative, progressive and successful service and program development and implementation.
- Proven track record of implementing continuous improvement.
- Demonstrated success in project management, with excellent organization skills and the ability to effectively prioritize projects and initiatives.
- Ability to interact effectively with all levels of staff, the general public, elected officials, public sector/government departments.
- Exceptional oral and written communication and presentation skills, including public speaking ability.
- Ability to work evenings and weekends is expected.
- Bilingual (English/French) is preferred.