



Chapter 5

Duties of the Executive Committee





Duties of the Treasurer

TITLE: Treasurer

Objective of the Job: To ensure that proper financial records of the financial dealings of the Chamber are maintained and with the other officers assist in conducting the business affairs of the Chamber in accordance with the directives and policies established by the board.

1. Ensure that all income and expenditure of the Chamber are accurately recorded.
2. Ensure that the banking is done on a regular basis.
3. Present the monthly financial statement to the board. (In larger Chambers the administrator may do this.)
4. In conjunction with the administrator, prepare the annual budget for approval of board.
5. Monitor expenditures to ensure they are within budget approval.
6. Be a signing officer of the Chamber.
7. Be an officer of the Chamber.

General Qualifications of the Treasurer:

1. Knowledge about accounting and/or bookkeeping, and preparation of financial statements and budgets.
2. Ability to interpret financial records.
3. General board member qualifications.

Tenure:

One year term subject to possible extensions; monthly executive, board, and general meetings; annual meeting; finance/audit committee meetings from time to time.

Responsible to:

President

Training:

Accounting background



Duties of the Secretary

(In staffed Chamber - normally the administrator)

TITLE: Secretary or Administrator

Objective of the Job: Ensure that adequate records of the business affairs and meetings of the Chamber are maintained and with other officers assist in conducting the business affairs of the Chamber in accordance with the directives and policies established by the board.

Job Activities:

1. Record or cause to be recorded the minutes of board and membership meetings, and if applicable forward them to the administrator promptly after each meeting to be circulated as appropriate.
2. Ensure that files of the Chamber's minutes, correspondence, and other relative information are properly maintained.
3. Be an officer of the Chamber.
4. Be a signing officer of the Chamber.

Tenure:

As a volunteer position, a one-year term subject to possible extensions; monthly executive, board, general meetings and annual meeting.

As a hired staff position, a separate job description would be provided and subject to an annual review.

Responsible to:

President

Training:

Orientation, plus on-the-job



The Organization's Foundations

This will use the title of **administrator** throughout. This applies equally to the title of general manager, manager, office manager, secretary, executive director, and CEO (etc.).

The Administrator's Expectations of the Board

The administrator has expectations regarding the board's activities. For example, he/she may expect the board to:

- Develop policies that govern the direction of the Chamber;
- Consult with and advise the administrator, thus giving the benefit of the board's judgment, expertise, and familiarity with the community;
- Delegate responsibility and authority for management functions to the administrator;
- Refrain from handling management and administrative details;
- Consult with the administrator on matters that the board is considering;
- Make the administrator responsible for hiring, discharging and supervising all staff;
- Provide support to the administrator in carrying out their duties;
- Support the administrator in all decisions and actions, consistent with the policies of the board and the standards of the Chamber;
- Hold the administrator accountable for the performance of the Chamber; and,
- Provide timely and appropriate performance appraisals for the administrator.

Summary

Whether you are preparing to hire a new administrator or to provide the current administrator with a performance appraisal, it is important to take the time to put the Chamber house in order. This preparation includes having a clear mission, vision, and strategic plan. Clearly define the role, responsibility, and expectations of both the board and the administrator. This information forms the basis of the job description, which is one of the tools that you will need for either the administrator search or the performance appraisal process.

The Administrator's Mandate

Put very simply, the administrator carries out the work of the Chamber. However, that statement can be interpreted in many different ways. As a board, you need to be clear about what it is that you expect the administrator to do in your Chamber. Creating a full and accurate job description for your administrator is a crucial task for both the hiring process and the performance appraisal process.

The Administrator's Job Description

The job description of the administrator is based on the mission, vision, and strategic plan of the Chamber. The job description clearly identifies the roles, responsibilities, and the expectations of the position. As well, there is a clear link between the administrator's responsibilities and the policies of the Chamber. The administrator carries out the activities that are mandated by the policy that the board set.

When you create the job description for your administrator, be sure to include the following information:

- ◆ Reporting lines to the board;
- ◆ Areas of authority;
- ◆ Summary of responsibilities; and,
- ◆ Key responsibilities.

Sample "Administrator" Job Description

ADMINISTRATOR JOB DESCRIPTION

Agreement between
(Name of Chamber)
and
(Name and title of Administrator)

(First paragraph contains the Chamber's vision and mission statements)

Position: Administrator

Reporting to: The President of the Board of Directors

Areas of Authority:

The administrator holds a key leadership position in the Chamber. Under the authority of the board, the administrator assumes complete responsibility for carrying out assigned policies and regulations. The administrator has the authority to direct the implementation of the Chamber's programs and services, and is responsible for the management of all staff members and volunteers.

Summary of Responsibilities:

The administrator:

- Directs the day-to-day operations;
- Implements policy;
- Hires, trains, delegates, supervises, evaluates, and discharges staff;
- Attends all executive and board meetings, and is invited to all committee meetings; and,
- Acts as a consultant to the board and its committees.

Key Responsibilities:

1. Policy Management

The administrator:

- Manages the day-to-day operations of the Chamber;
- Directs the staff's implementation of policy;
- Prepares procedure statements for board policies; and,
- Supports board committees as needed, while refraining from doing the work of the committees.

2. **Strategic Planning**

The administrator:

- Conducts both an internal and external environmental scan to identify emerging issues that affect the Chamber. The internal scan brings to the board's attention issues arising from within the Chamber, such as the increased need for technological resources. The external scan identifies issues that may have an impact on the Chamber, such as a change in provincial funding policies;
- Sets specific Chamber goals and outcomes, under the direction of the board;
- Sets goals for management practices;
- Sets program and service goals;
- Identifies the required resources to achieve the goals;
- Communicates with key stakeholders to identify the changing needs and conditions of the community that is served by the Chamber; and,
- Considers the impact of several alternative plans to address the changing conditions.

3. **Visioning**

In cooperation with the board, the administrator:

- Participates in the creation of a Chamber vision; and,
- Develops programs and services that work towards the vision, within the policy guidelines set by the board.

4. **Leadership**

The administrator:

- Works in collaboration with staff and relevant community agencies and groups to accomplish objectives and to fulfill responsibilities;
- Encourages team-building by facilitating open communication and positive working relationships with staff; and,
- Establishes control and follow-up mechanisms for the Chamber.

5. **Program/Project/Event Management**

The administrator:

- Facilitates the research, planning, development, implementation, and evaluation of programs/project/events and services;
- Makes sure that programs and services meet the board's policy guidelines and reflect the board's priorities; and,
- Supervises the implementation of the Chamber's programs and services (includes negotiating best rates for venue, meals, audio/visual, speakers, and printed material, etc.).
- Manages all details including inviting special dignitaries, set up, take down and post event duties (thank you letters and recommendations for next year).

6. Personnel Management

The administrator:

- Interprets board policy decisions to staff;
- Hires, supervises, evaluates, and discharges staff;
- Trains and motivates staff;
- Sets clear, results-oriented goals with realistic and measurable outcomes;
- Supports goal achievement, and coaches and monitors performance;
- Assists individuals in developing the necessary skills to be successful within the Chamber;
- Supports and encourages staff initiatives;
- Observes and evaluates ongoing performances;
- Provides regular, appropriate, and constructive feedback;
- Supervises the recruitment, selection, orientation, and training of service volunteers; and,
- Assists the personnel committee.

7. Financial Management

The administrator:

- Implements the board's policies for the allocation and distribution of resources;
- Maintains sound bookkeeping procedures;
- Provides the board with regular statements of revenues and expenditures;
- Manages the funds of the Chamber, according to the budget approved by the board; and,
- Advises the finance/audit committee.

8. Risk Analysis

To keep the board informed about the organization, the administrator:

- Evaluates, in broad-based terms, the potential assets and liabilities of a project, proposal, or strategy;
- Makes sure that both risks and opportunities have been identified and evaluated;
- Assesses potential threats to the Chamber's image;
- Assesses risks to the Chamber's financial security and growth; and,
- Provides regular, reliable, and comparable reports on the Chamber's progress.

9. Advocacy Management

The administrator:

- Promotes community awareness of the Chamber's mission and goals;
- Participates in networking and community relations activities on behalf of the Chamber;
- Builds strong working relationships with others, both inside and outside the Chambers, and enlists their support for accomplishing tasks;
- Assists the advocacy committee in preparing an advocacy program, and acts as an advocate for the Chamber and its programs in the community;
- Works with key external stakeholder groups;

- Identifies and researches funding opportunities;
- Facilitates a communication plan that informs the community of the activities and direction of the Chamber;
- Seeks public speaking opportunities; and,
- Supervises the membership recruitment campaign.

10. Administrator’s Performance Appraisal Process

The administrator:

- Cooperates with and participates in the performance appraisal process;
- Assists in the assessment of outcomes;
- Recommends change when necessary; and,
- Informs the board about situations that affect the administrator’s ability to meet his/her goals.

Hours, salary, and benefits: (specify)

Vacation and vacation pay: (specify)

Probation period: (specify)

Date: _____

Signatures: _____

President
(name of Chamber)

Administrator

Witness

Excerpts from “Hiring and Performance Appraisal of the Executive Director” - The Muttart Foundation