

Section 4: Board-District Executive Linkage Policy: Global Governance-DE Connection

The Board's sole official connection to the operating organization, its achievement, and conduct will be through the District Executive.

4.1 Unity of Control

Only decisions of the Board acting as a body are binding on the District Executive.

Accordingly:

4.1.1 Decisions or instructions of individual board members, officers, or committees of the board are not binding on the District Executive except in rare circumstance where the Board has authorized such an exercise of authority.

4.1.2 Members of the Board may request information or assistance of the District Executive necessary to perform the Board member's responsibilities as assigned by the Board. In the case of board members or committees requesting information or assistance without Board authorization, the District Executive can refuse such requests that require, in the District Executive's opinion, a material amount of staff time or funds, or that are disruptive.

4.2 Accountability of the District Executive

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

Accordingly:

4.2.1 The Board will never give instructions to persons who report directly or indirectly to the District Executive.

4.2.2 The Board will refrain from evaluating, either formally or informally, any staff other than the District Executive, except if asked by the UUA to participate in an evaluation of a co-employed staff member.

4.2.3 The Board will view DE performance as identical to District performance so that District accomplishment of Board-stated Ends and compliance with board-proscribed means will be viewed as successful DE performance.

4.3 Delegation to the District Executive

The Board will instruct the Executive through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Executive to use any reasonable interpretation of these policies.

Accordingly:

4.3.1 The Board will develop policies instructing the District Executive to achieve certain results for certain recipients at a specified cost or relative priority. These policies will be developed systematically from the most general level to more defined levels and will be called the ENDS policies.

4.3.2 The Board will develop policies that limit the latitude that the District Executive may exercise in choosing organizational means. These policies will be developed systematically from the most general level to more defined levels and will be called the Executive Limitations policies.

4.3.3 As long as the District Executive uses any reasonable interpretation of the Board's ENDS and Executive Limitations policies, the District Executive is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.

4.3.4 The Board may change its ENDS and Executive Limitations policies, thereby shifting the boundary between Board and District Executive domains. But, as long as the District Executive is acting within the existing policies, the Board will respect and support the District Executive's choices.

4.3.5 Should the District Executive become aware of a violation of Board policy, he or she shall inform the Board President or Vice President. Informing is simply to guarantee no violation is intentionally kept from the Board, not to request approval. Board response, either approving or disapproving, does not exempt the District Executive from subsequent Board judgment of the action nor does it impede any decision.

4.4 Monitoring District Executive Performance

The Board will systematically, regularly, and rigorously monitor the DE's performance. The evaluation will be solely against organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Executive Limitations policies.

Accordingly:

4.4.1 Monitoring is simply to determine the degree to which Board policies are being met. Data that do not address this will not be considered to be monitoring data.

4.4.2 The Board will acquire monitoring data by one or more of three methods:

4.4.2.1. By internal report, in which the District Executive provides information to the Board,

4.4.2.2. By external report, in which an unbiased third party selected by the Board assesses compliance with Board policies, or

4.4.2.3. By direct inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.

4.4.3 The standard for compliance shall be any reasonable District Executive interpretation of the policy being monitored. The Board will evaluate the reasonableness of the District Executive's written interpretations as it evaluates each monitoring report. A motion to accept the report also accepts the interpretations.

4.4.4 All policies that instruct the District Executive will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but it will ordinarily depend on a routine schedule:

- [Insert schedule here]

4.4.5 In addition, the Board will receive a direct inspection monitoring report on Global Executive Limitation 2.6, Financial Conditions and Activities, from its Treasurer on a quarterly basis.

4.4.6 The Board will perform direct inspection monitoring of District Operating Standard 2.9, Communication and Support of the Board, annually at the [scheduled] Board Meeting.

4.4.7 The District Executive will annually prepare a work plan describing how achievement of the Ends Policies of the Board is to be advanced in the following year. This plan is to be submitted along with the proposed annual budget and should link proposed budget expenditures to the ends to be achieved.

4.5 Compensation

The PSD Board will systematically review the compensation structure for co-employed staff and at its discretion, may amend compensation to the District Executive, and authorize the District Executive to provide additional compensation to other co-employed staff.

Note: Additional detail for this section will be developed and presented for Board action on June 4, 2011.