



Human Resources Management	Board	Executive Director (ED)	Line Manager
<b>Legal Responsibilities</b>	The Board is the legal employer of an organization	The ED is accountable to the Board for employment issues	Line Managers are accountable to the Executive Director for employment issues
<b>Legislation</b>	As the legal employer the Board is ultimately accountable for compliance with all legislation related to employment.  The Board must monitor compliance with legislation. If legislation is breached, the board as a whole and in some cases individual board members will be held accountable by the courts.	The ED oversees compliance with all employment legislation on behalf of the Board  The ED keeps up to date on changes in employment legislation and ensures that the Board is informed about such changes. The ED may delegate the responsibility for monitoring changes in legislation to another employee.	Line Managers uphold all legislation related to employment.
<b>Employment Contracts</b>	The Board is accountable for issues that arise from employment contracts; for example: wrongful dismissal.  The Board negotiates and writes the employment contract for the Executive Director.	The ED ensures that employment contracts are legally defensible; for example: the termination clause in the contract complies with Employment/Labour Standards.  The ED ensures that all staff have written employment contracts.	The Line Manager uses the organization's standard contract form and ensures that it is followed.  The Line Manager may prepare employment contracts for direct reports.
<b>Vicarious Liability</b>	As the employer, the Board may be held liable for the wrongful actions of its employees.	The ED is responsible for implementing risk management processes to reduce vicarious liability.	The Line Manager is responsible for managing risks to reduce vicarious liability.
<b>Policies:</b> Develop written human resources policies and procedures.	Involvement in policy development depends upon the governance structure. Working Boards, Mixed Boards and Traditional Policy Boards review human resources management policies.  Policy Governance Boards set very broad parameters within which human resources policies are developed.  At a minimum, Boards should approve human resources policies that have legal implications for the Board such as screening policies and harassment policies.  The Board is responsible for ensuring that all human resources policies comply with Human Rights, Employment/Labour Standards and all other legislation.	The ED develops human resources policies. If the governance structure is a Mixed Board or a Traditional Policy Board, a committee may also be involved in developing human resources policies.  With a Policy Governance Board, the ED develops all human resources policies within the parameters set by the Board.	The Line Manager is responsible for complying with all human resources policies.  Line Managers may identify areas where policy development is needed.
<b>Job Descriptions:</b> Prepare written job descriptions for each staff position.	The Board develops the job description for the Executive Director.	The ED ensures that job descriptions are written for all other staff.	The Line Manager may write job descriptions for direct reports.

<p><b>Recruitment and Selection:</b> Establish a standard process for recruitment and selection.</p>	<p>The Board establishes the recruitment and selection process for the Executive Director.</p> <p>The Board ensures that an appropriate screening process is in place for staff and volunteers working with children and vulnerable adult clients.</p>	<p>The ED oversees the recruitment and selection of all other staff.</p> <p>The ED recruits and selects all direct reports.</p> <p>The ED oversees the establishment of the screening protocol for staff and volunteers.</p>	<p>Line managers may be responsible for the recruitment and selection of direct reports.</p> <p>Line Managers are responsible for conducting screening according to the established protocol.</p>
<p><b>Orientation:</b> Orientation is provided to all new staff to the organization.</p>	<p>The Board ensures that an orientation process is in place when a new Executive Director is hired.</p>	<p>The ED ensures that an orientation process is in place for all staff.</p>	<p>Line Managers oversee the orientation of direct reports.</p>
<p><b>Training and Development:</b> Staff members are trained and provided with opportunities to acquire new knowledge and skills.</p>	<p>The Board ensures that funds are budgeted for training and development.</p>	<p>The ED ensures that staff are properly trained for their work and that development opportunities are available.</p>	<p>Line Managers are responsible for on-the-job training and for helping staff to identify other training and development opportunities.</p>
<p><b>Performance Management:</b> Monitor and evaluate performance through a performance management process.</p>	<p>The Board monitors and evaluates the performance of the Executive Director.</p>	<p>The ED establishes a performance management system for all staff.</p> <p>The ED monitors and evaluates the performance of all direct reports.</p>	<p>Line Managers monitor and evaluate the performance of all direct reports.</p>
<p><b>Supervision:</b> Provide appropriate, supportive supervision, and on-going feedback on employee performance.</p>	<p>The Board supervises the work of the Executive Director.</p>	<p>The ED ensures that all Line managers are given supervisory training.</p> <p>The ED supervises the work of all direct reports.</p>	<p>Line Managers supervise the work of all direct reports.</p>
<p><b>Compensation and Benefits:</b> Provide fair compensation and reasonable benefits.</p>	<p>The Board ensures that guidelines are in place for setting compensation.</p> <p>The Board negotiates the compensation of the Executive Director.</p>	<p>The ED is responsible for establishing the salary range for all staff positions.</p>	<p>The Line Manager may set compensation within the appropriate salary range in consultation with the Executive Director.</p>
<p><b>Health and Safety:</b> Provide a work environment that is healthy and safe.</p>	<p>The Board ensures that the working conditions and relevant policies of the organization comply with health and safety legislation.</p>	<p>The ED ensures a healthy and safe workplace.</p>	<p>Line Managers address issues of workplace health and safety with their direct reports.</p>
<p><b>Discipline and Termination:</b> Discipline and termination processes are established.</p>	<p>The Board ensures that fair and legally defensible policies and processes for discipline and termination are established.</p>	<p>The ED sets the discipline and termination processes and ensures that all supervisors are given appropriate training on the processes.</p> <p>The ED deals with disciplinary issues of direct reports.</p>	<p>Line Managers deal with disciplinary issues according to the established process.</p> <p>Line Managers consult with the Executive Director when termination may be necessary.</p>
<p><b>Conflict Resolution:</b> A conflict resolution process is in place for the organization.</p>	<p>The Board ensures that an appropriate policy and process for resolving workplace conflicts is established.</p>	<p>The ED ensures that workplace conflicts are resolved.</p> <p>The ED follows the conflict resolution process when direct reports are involved in conflict.</p>	<p>Line Managers follow the established conflict resolution process to find a satisfactory solution to conflicts involving their direct reports.</p>