

ROLES AND RESPONSIBILITIES OF THE DIRECTORS

Introduction

The role of the Directors is to provide leadership, direction and oversight to the organisation.

The Director's charter encompasses three major elements:

- A legal dimension - requiring a Director to conform to laws and regulations of the land.

The organisation must observe and conform with the CATSI (2006) Act and a range of laws relating to financial practices, industrial relations and so on.

- An ethical dimension - requiring a Director to demonstrate a high level of responsibility not only to members and employees but also to clients, service providers and to the community at large.
- A business dimension - requiring a Director to ensure that the organisation plans effectively for sustainability, progress, advancement, best practice and continuous development whilst continually monitoring its stated goals.

The Role of Individual NCACCH Directors

- The Directors of the NCACCH Board are elected by the organisation's members. Directors should be people who have already demonstrated responsibility in other roles and are respected in the community.
- Directors as individuals do not govern or manage the organisation. Each Director is a member of the Board and contributes as a part of the whole and shares collective responsibilities.
- It is the responsibility of each individual Director to keep closely in touch with the organisation's activities and performance, and this means being dedicated in attention to Director papers, other materials, and to ensure all questions of doubt are fully and properly answered. Directors have a duty to exercise care and diligence in their performance. **A Director cannot plead away his/her responsibility by claiming they were not fully informed.**
- Directors need to be aware that their legal responsibility frequently extends into the future even beyond their Director membership in relation to activities

of the organisation during the term of their membership. A Director who becomes convinced that a far-reaching Board determination is wrong may want to ensure that his objection is noted and properly documented in the minutes.

- Directors have to operate in an environment of social and legislative regulations. The decisions and actions that need to be taken often must be weighed against the necessity of meeting competing community demands and those of the government funding body.
- The Directors are mainly responsible for the overall management of the organisation. In exercising their powers, they must act honestly, with diligence, and with reasonable skills. Each Director has a financial duty to the organisation and must not allow his or her personal interest to conflict with that duty.
- Directors must remember that the application of confidential information acquired as a Director to personal gain is never appropriate and may have legal consequences.

The key tasks of the Directors include:

- Defining the 'vision' of the organization
- Development and management of the organisational structure
- Definition of the managerial parameters, of the Chief Executive Officer (CEO) role and the provision of a 'Devolution Statement' which clearly defines which powers are devolved to the CEO and which are retained by the Board
- Development of the strategic goals of the organization
- Oversight of the development of the Strategic Plan
- Definition of policies
- The effective and responsible management of the CEO
- Maintaining public solidarity of purpose and decision making

Skills and Attributes

To be effective in this role the following skills are required:

- Ability and commitment to teamwork
- Commitment to the organisation, its Rules and to the needs of the community
- Willingness to engage in professional development
- Willingness to be neutral, fair and act in the best interest of the organisation and community as a whole
- Resist pressures from special interest groups that might undermine the organisations objectives.