

TRAINING RESOURCES Organizational Structure

Job Descriptions Executive Director

Responsibilities: Plans for and administers a program providing service to clients in accordance with the agency's stated purpose and in such a manner that optimum results are achieved in relation to the resources of the agency; operates under the general direction of the agency's board of directors.

Human Resources

The executive director relates both to the board of directors and to the staff of the agency.

- **Board of Directors**—Develops and recommends to the board of directors specific, written, long- and short-range plans for the development of agency programs and services. Maintains appropriate relations with the board and various board committees, and keeps them informed. Interprets trends in the field(s) of service in which the agency is engaged, by maintaining involvement in the professional field as a whole. Participates in an orientation and training program for the board.
- Staff—Supervises and directs key staff in the performance of their duties, evaluates
 the performance of key staff members, and provides overall control and direction
 for the personnel function of the agency, including active participation in or
 approval of personnel actions. Manages volunteer staff activities.

Planning

Evaluates the services being provided by the agency in relation to specified goals and standards, and recommends modifications, where appropriate. Recommends and/or provides input on proposed new programs.

Finance

Prepares agency budgets related to physical, financial, and human resources, and is accountable for control of these resources once approved. Directs all financial operations of the agency. Participates in fundraising activities by writing letters, making speeches, and stimulating activities of others in direct fundraising, and may provide overall direction.



TRAINING RESOURCES Organizational Structure

Job Descriptions

Executive Director (continued)

Community Relations

The executive director handles public relations activities, client relations, and interagency relations functions.

- *Public Relations*—Interprets the function of the agency to the community through direct involvement and through public relations programs, including personal contact, descriptive program literature, and work with the media; works closely with the board for an effective division of labor.
- *Client Relations*—Acts to maintain highly effective client relations under all agency programs.
- *Interagency Relations*—Maintains appropriate relations with other professional and social service groups in the community and serves on appropriate community committees. Provides coordination with funding sources; federal, state, and local government units; and other agencies in similar fields of service.

Organizational Operations

Recommends policies to the board and/or assists in the formulation of effective policies by the board. Has chief administrative responsibility for public accountability of the agency, maintenance of agency facilities, and regular reporting to various bodies. Carries chief staff responsibility to ensure that legal obligations of the agency are met.

Minimal Job Requirements

- **Education:** B.A. or B.S. degree in Communications, Public Administration, or similar field. M.A./M.S. preferred.
- **Experience:** Three years of supervisory or managerial experience with nonprofit organization. Experience working with conservation issues preferred.
- **Skills:** Ability to work effectively with volunteer boards and committees; ability to plan, monitor, and evaluate budgets; ability to manage people; ability to organize, plan, and implement activities appropriate to further organizational goals.