

## 2. **Management Responsibility**

It is recognized that it is the responsibility and duty of the Board of Directors, through the Co-Directors, to exercise the function of management, organize the work of the Society and direct employees of the Society. This includes the right to hire, suspend, discharge, promote, lay off, transfer, assign, demote or otherwise discipline its employees, except where and to the extent that right is limited by Federal and/or Provincial Statutes or Regulations.

Spectrum subscribes to the principles of the Human Rights Code of British Columbia and abides by all standards set forth in the Employment Standards Act. The Society will ensure that in all its endeavours it will treat all employees equally and fairly, and will not discriminate on the basis of race, colour, age, ancestry, place of origin, sexual orientation, political belief, religion, marital status, physical/mental disability, gender or national origin.

### (a) Board of Directors

As a registered non-profit society, Spectrum is governed by a Board of Directors who are elected by the membership of the Society at the Annual General Meeting. Board members are volunteers and are not allowed to receive any remuneration for their services. Employees of the Society are not permitted to sit on the Board.

Spectrum's Constitution and Bylaws are the legal documents that guide all the work of the organization.

### (i) Roles and Responsibilities of Spectrum's Board

Spectrum's Board of Directors is responsible for:

- Defining Spectrum's vision and mission;
- Approving Spectrum's strategic plan and annual goals;
- Approving all policies for the organization;
- Evaluating how well Spectrum meets its goals;
- Hiring and evaluating the Executive Director;
- Approving Spectrum's operating budget and appointing the auditor;
- Identifying and managing risks;
- Leadership and succession planning;
- Reporting on Spectrum's services and assets;
- Ensuring all legal requirements of the Society are met and maintained;
- Dealing with any formal complaints against the Society;
- Guiding its own actions as well as the actions of members, committees, and staff.

The Board is responsible for all actions and decisions made on behalf of Spectrum Society. The Board has delegated authority to the Executive Director to make the day to day decisions in order to run the organization and oversee its services.

(ii) Committees

Spectrum's Board of Directors has the authority to set up committees to help fulfill its responsibilities. People who are not on the Board may be asked to sit on the committees to give advice and share information.

Board committees may not speak or act for the Board unless they are given special permission to do so. This authority will be carefully defined so it does not interfere with the powers of the Executive Director.

Board committees do not have any authority over staff. Board committees usually do not have direct involvement with staff.

Spectrum's Board is responsible for all decisions and actions made by Board committees.

(b) Directors

Spectrum is led by two Co-Directors who provide strategic direction to the organization and oversee all aspects of Spectrum's operations. Two Associate Directors report to the Co-Directors and ensure the effectiveness and efficiency of Spectrum's day-to-day operations, and the delivery of quality services to individuals and families.

Directors' Culture Statement

As Directors of Spectrum Society for Community Living, we plan for the fulfilment of the Society's mission statement and the priorities set forth in the Society's strategic plan.

To succeed, we will:

- communicate a clear vision
- try to do the right thing, for people we support, families, and staff
- be familiar enough with everyone to understand what they are saying
- respect and value diversity
- gather teams of skilled, committed people
- educate ourselves and our teams in current best practices
- seek consensus as active participants of problem solving teams
- be proactive rather than reactive
- be accessible
- be respectful and trust-worthy
- be fiscally responsible and least bureaucratic
- admit our mistakes and be open to change
- always respond, even if the answer is, "I don't know, let's find out together"

(c) Coordinators

A team of Program Coordinators report to the Directors. Each Coordinator supports a team of managers, ensuring that services generate their intended outcomes and that teams have the necessary supports and resources to deliver services that meet or exceed established standards.

(d) Managers

Each program, or a number of individualized support arrangements, will have a Manager who is responsible for overseeing the day-to-day operations and providing effective leadership to the staff team. See Personnel Policy #8: Payment of Wages for information on hours of work and calculation of pay for Manager positions.

The intent of supervision

The Society's Policy Manuals and other regulations which exist or may be established from time to time provide a framework for a positive and effective working relationship between the Society and its employees. The Managers' Team Culture Statement clarifies the intent and role of the Society's managers.

Managers' Team Culture Statement:

“As leaders we are united in our vision of Community Living and teamwork. We support person-centred teams by:

- having fun
- respecting staff
- encouraging individual growth
- being conscientious and fair
- being flexible and responsive
- being realistic
- including and supporting families
- celebrating successes
- not over-reacting
- seeking consensus
- leading by example

We work with our staff, they don't work for us."

(i) 3 Year transfer for managers

Managers benefit from a variety of program experiences. To further the experience and abilities of program managers, they will be presented with options for transfer to other Spectrum programs after three years. These options will be presented taking into consideration manager preferences such as desired hours of work and current skills and abilities. If the manager and coordinator agree that the current situation in the program is particularly critical and a transfer would be disruptive, the manager will not be obliged to transfer but will consider changes that might occur over the next 12 months to make a transfer possible in the future.