

## Appendix F – Job Description Templates<sup>11</sup>

### Director at Large Job Description

Policy Type: Governance Process

Policy Title: Board Member's Job Description<sup>12</sup>

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Position: Board Member/Director/Volunteer

Time Commitment: Five–Ten hours per month (meetings, preparation, consultation, etc.)

Term: Two-year term, appointed or elected annually at the Annual General Meeting (term may be renewed once for a total of four years as per internal bylaws)

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#### *Accountability*

The board of directors is collectively accountable to the members, funders and other stakeholders. They are accountable for the BIA's performance in relation to its missions and strategic objectives, and for the effective stewardship of financial and human resources.

#### *Authority*

Individual board members have no authority to approve actions by the BIA, to direct staff, or to speak on behalf of the BIA unless given such authority by the Board.

#### *Responsibility*

Board members are responsible for acting in the best long-term interests of the BIA and the community and will bring to the task of informed decision-making a broad knowledge and an inclusive perspective.

#### *Principle Duties*

Every member of the board of directors, including the board's officers, is expected to do the following:

- Prepare for and participate in meetings
- Listen to others' views, advocate their own, identify common interests and alternatives, and be open to compromise
- Support governance decisions once made
- Participate in the review of the BIA's mission and objectives and in the development of a strategic plan
- Help the board to monitor the performance of the BIA in relation to its mission, objectives, core values, and reputation
- Abide by the bylaws, policies and procedures, code of conduct, and other policies that may apply to the board
- Participate in the approval of the annual budget and monitor the financial performance and health in relation to the budget
- Help establish, review, and monitor operational policies
- Participate in the hiring of, and if required, the releasing of, the executive director

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<sup>11</sup> These are sample templates and each unique situation will require customized descriptions.

<sup>12</sup> Adapted from College of Continuing Education (2012), Dalhousie University

- Participate in the evaluation of the executive director
- Identify prospective board members and possibly help recruit them
- Participate in the evaluation of the board itself (annual board self-evaluation)
- Contribute to the work of the board as a member of a board committee
- Attend and participate in the Annual General Meeting
- Be an ambassador for the BIA – ensure one's involvement is known within their own network of friends and contacts
- Keep informed about community issues relevant to the mission and objectives of the BIA

#### *Qualifications*

- Knowledge of the business area
- Commitment to the organization's mission and strategic direction or willingness to create a strategic direction
- A commitment of time
- Openness to learning

#### *Evaluation*

The performance of individual directors is evaluated annually in the context of the evaluation of the whole board and is based on the carrying out of duties and responsibilities as outlines above.

#### *Removal of a Board Member*

A director may be removed from the board, by majority vote, for not performing his/her/their duties. Being absent from three consecutive board meetings without reasonable cause will result in the automatic removal from the Board unless otherwise determined by a decision of the Board.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

## Board President/Chair Job Description

Policy Type: Governance Process

Policy Title: Board President/Chair Job Description<sup>13</sup>

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Position: Board President/Chairperson

Time Commitment: Ten hours per month (meetings, preparation, consultation, special events)

Term: One-year term, appointed or elected annually at the first board meeting after the AGM (term may be renewed once for a total of four years as per internal bylaws)

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### *Accountability*

The president/chair serves and is accountable to the board of directors of the BIA for his/her/their performance.

### *Authority*

The president/chair has no formal authority to direct the board or the affairs of the BIA board, unless otherwise authorized. Similar to other board members, the chair is entitled to make motions and vote on matters before the BIA board.

The president/chair may not, on behalf of the BIA, enter into contracts without the knowledge and approval of the board and/or the executive committee of the board (including the executive director).

### *Responsibility*

The president/chair is, first and foremost, responsible for the effective functioning of the board and its role of governing the BIA. All other duties are secondary.

### *Primary Duties*

In addition to the duties of every board member, the president/chair is responsible for:

- Overseeing the preparation of the board's meeting agenda with input from the executive director
- Chairing all meetings of the board of directors
- Reviewing meeting minutes
- Enforcing rules of conduct as they apply to the board and its individual members
- Disciplining members of the board
- Ensuring there is a process to evaluate the effectiveness of the board
- Ensuring there is a formal evaluation of the performance of the executive director
- Serving as spokesperson, together with the executive director, for the BIA
- Ensuring full and timely communication with the members of the board
- Ensuring the effectiveness of governing committees
- Preparing for the chairing of the annual general meeting (AGM)
- The preparation of an annual statement from the board (board or governance report) for presentation at the AGM and inclusion in the annual report
- Co-signing contracts on behalf of the BIA

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<sup>13</sup> Adapted from College of Continuing Education (2012), Dalhousie University

### *Secondary Duties*

The president/chair may, with greater regularity than other members of the board:

- Prepare recommendations for board consideration
- Prepare recommendations to the members for changes to bylaws
- Be available to the executive director for consultation purposes
- Represent the association at community/public meetings and events in the absence of the executive director

### *Other Duties*

Recognizing that the president's/chair's role is a voluntary one, the board may authorize the president/chair to take on additional duties only if they do not interfere with any of the above duties.

### *Ex-Officio Status*

To ensure effective communication, the president/chair will be an ex-officio member of all governance committees and may attend their meeting when needed.

### *Qualifications*

The president/chair must have:

- A commitment to, and a clear understanding of the mission of the organization;
- Knowledge of meeting procedures, governance policies, bylaws, and legislative requirements of the BIA; and
- Sufficient time to devote to his/her/their primary duties.

### *Evaluation*

The effectiveness of the president/chair shall be evaluated as part of the evaluation of the board itself.

### *Removal of President/Chair*

Unless otherwise indicated in the bylaws, the president/chair may be removed by a special resolution of the board for which advance notification has been given to all directors, duly moved and seconded, and passed by a majority vote by directors present at a regular or special meeting of the board.

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Date

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Signature

## Board Treasurer Job Description

Policy Type: Governance Process

Policy Title: Board Treasurer Job Description<sup>14</sup>

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Position: Board Treasurer

Time Commitment: Ten hours per month

Term: One-year term, appointed or elected annually at the first board meeting after the AGM (term may be renewed once for a total of four years as per internal bylaws)

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### *Accountability*

The board treasurer is an executive and voting member of the board of directors of the BIA and appointed in a manner consistent with the bylaws. He/she/they is accountable to the board for the fulfillment of the duties and responsibilities outlined below.

### *Authority*

The treasurer, as other board members, has no authority to direct staff or take independent action on matters outside of the duties outlined unless given such authority by the board.

### *Responsibility*

The treasurer will offer guidance to the executive director and financial officer in ensuring good fiscal planning, decision-making and oversight at a governance level.

### *Primary Duties*

- Oversee the development of high level financial policies and their review by the board
- Assist in the preparation of the annual budget and its presentation to the board for review
- Ensure that the appropriate monthly financial statements are reviewed by the board
- Ensure that the board regularly monitors the organization's financial performance and alerts it to any important discrepancies between planned and actual figures
- Ensure that the organization maintains the appropriate financial books and records and that these are accurate and up-to-date
- Ensure that government tax filings and remittances are submitted on a timely basis
- Ensure that payroll and other liabilities are settled in a timely manner
- Serve as a co-signer of cheques with at least one another signing officer
- Ensure that excess funds and reserves are properly held and invested
- Verify that donations are handled appropriately and that grants and service delivery contracts are accounted for in accordance with the requirements of funders
- Meet with the external auditor annually, or more often if needed, to identify any financial control and record keeping problems or deficiencies and oversee action by the executive director to address them
- Recommend to the board the need for a review or renewal of the auditing services provided
- Assists the executive director and board chair/president with the development and presentation of the annual report

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<sup>14</sup> Material adapted from "Board Treasurer Job Description," (PDF file), downloaded from Governing Good website, <http://www.governinggood.ca/wp-content/uploads/2013/07/Board-Treasurer-Job-Description.pdf>, accessed January 2018.

- Present or co-present the organization's financial report and recommend appointment or reappointment of auditor at the Annual General Meeting
- Helps, along with the executive director, keep the board informed of important financial events, trends, and issues relevant to the organization

#### *Committee Membership*

The treasurer is automatically a member of the executive committee if one exists, and will normally chair the following committees when and where such are necessary:

- Audit Committee
- Budget Development Committee
- Financial Policy Development Task Group

#### *Qualifications*

- Commitment to the organization's mission and strategic directions
- A understanding of, and experience with, good financial management and reporting practices
- A professional accounting designation may be required
- An appreciation of the kind and level of financial information needed at a board level to support decision making
- An ability to commit the time required to fulfill the responsibilities described

## Board Secretary Job Description

Policy Type: Governance Process

Policy Title: Board Secretary Job Description<sup>15</sup>

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Position: Board Secretary

Time Commitment: Five – Ten hours per month (meetings, preparation, consultation, special events)

Term: One-year term, appointed or elected annually at the first board meeting after the AGM (term may be renewed once for a total of four years as per internal bylaws)

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### *Accountability*

The board secretary is an executive member of the board of directors of the association and is to be appointed in a manner consistent with the bylaws. He/she/they is accountable to the board and, like other members of the board, has no authority to direct staff or act on matters outside the duties outlined in their position description.

### *Duties and Responsibilities*

The secretary will work closely with the president/chair of the board and the executive director in the planning of board and BIA meetings.

### *Primary Duties*

- The creation and timely distribution of agenda for board meetings) and any BIA membership meetings (e.g. annual general meeting)
- The accurate recording and distribution of the minutes of board of directors meetings  
The minutes should reflect that the format and level of detail that the board has determined
- The creation and maintenance of an up-to-date board planning calendar outlining matters to be on the board's agenda over the course of a year
- Maintenance of a full contact list of board members including board member appointment dates, term of appointments and board member biographies
- In the event that the secretary is unable to attend a meeting where minutes or notes are to be taken, it is the secretary's responsibility to find an alternate

### *Secondary Duties*

- The updating, maintaining and safe storage of the association's minute book and other legal documents
- Oversight of the BIAs legislative requirements and the facilitation of all annual filings of required reports and information
- The maintenance of a file or manual of governance policies and a systematic schedule for their review as determined by the board
- The maintenance of an up-to-date list of members of the BIA
- The management of external correspondence and ensuring that requests made of the board of directors, or relevant to the governance of the BIA, is reported and responded to in a timely manner

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<sup>15</sup> Material adapted from "Board Treasurer Job Description," (PDF file), downloaded from Governing Good website, <http://www.governinggood.ca/wp-content/uploads/2013/07/Board-Secretary-Job-Description.pdf>, accessed January 2018.

- The accurate recording and distribution of the minutes of the BIAs Annual General Meeting is managed appropriately. In the event of a change of secretary , the incoming secretary will assume the responsibilities of the office at the first Directors' meeting following the election or appointment

#### *Qualifications*

- A commitment to, and a clear understanding of the mission of the organization
- At least one year of previous service on the board
- Knowledge of the meeting procedures, decision-making rules, governance policies and the bylaws of the BIA
- An adequate level of writing proficiency and access to a computer for word processing purposes

#### *Evaluation*

The effectiveness of the secretary's role, conduct and position description may be evaluated as part of the evaluation of the board itself.



## Executive Director Job Description

Policy Type: Governance Process

Policy Title: Executive Director Job Description<sup>16</sup>

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Position: Staff – Executive Director

Time Commitment: Full-Time/Part-Time

Term: Permanent/Contract

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### *Accountability*

The executive director promotes the BIA as a unique and safe district and works to improve vibrancy within the area. She/he/they reports to the president/chair of the board of directors and is responsible for managing all projects, issues and initiatives that are approved annually by the board. She/he/they is responsible for ensuring the day-to-day activities of the BIA are conducted in accordance with the BIA's bylaws, mission, strategic plan and monthly board directives. This person will lead the organization and act as a catalyst for creating vitality in the area.

### *Leadership and Relationship Building*

- **BIA Membership** – develop and strengthen relationships with member businesses, respond to member concerns, assist and advise businesses with ideas and problems.
- **Board** – provide board with advice and information; develop a business plan to implement Board strategic plan. Ask board to provide direction, when required, and use best judgment as their representative. Act as a liaison for the BIA board of directors and BIA businesses.
- **Public and Private Sector** – maintain relationships with key organizations such as City Councillors, City of Calgary Administration (Assessment, Planning and Development, Calgary Police Service, Bylaw, Fire, Urban Forestry, Special Events, Roads), Community Associations, other BIAs, and other levels of government.

### *Public Relations, Communication, and Event Management*

- Work to ensure events run smoothly and efficiently, and follow the direction of the board. Ensure event and related communication fits with overall communication strategy.
- Create and execute yearly marketing calendar designed to promote the business community.
- Oversee all promotions, image campaigns and marketing partnerships.

### *Other Duties*

- Board Support and Personnel Management – support board and manage staff and volunteers (recruit, train & recognize).
- Development – review development permits and liaise with developers and The City of Calgary Planning and Development department. Provide information to board and provide timely response to The City based on board direction.
- Media Relations – act as the public spokesperson and create/manage all strategies for the BIA being public facing.

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<sup>16</sup> Adapted from College of Continuing Education (2012), Dalhousie University

- Planning for the Future – create a business plan to achieve the goals of the strategic plan as set by the board.
- Planning for succession – establish and maintain files and archives.
- Responsible Financial Stewardship – oversee financial audit, budget, insurance, cash flow, etc. as legislatively required.
- Governance – manage compliance with bylaws and internal policies; manage board meetings, Annual General Meeting, etc.
- General Administration – manage phone call, emails, and meetings as necessary.
- Tax – liaise with The City of Calgary and BIA members in relation to the BIA tax.

*Qualifications* \*\*Highly dependent on the needs and preferences of the BIA\*\*

- Minimum of 5 years related experience
- Board governance experience
- Proven action-oriented, results-driven track record
- Ideally, a generalist with experience in both the private and public sectors
- Experience working with a board of directors and volunteers
- Excellent written and verbal communication skills
- Business planning and strategic planning skills
- Education and experience in public relations

## Administrative Assistant Job Description

Policy Type: Governance Process

Policy Title: Administrative Assistant Job Description<sup>17</sup>

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Position: Staff – Administrative Assistant

Time Commitment: Full-Time/Part-Time

Term: Permanent/Contract

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### *Accountability*

Administrative assistant will ensure the efficient day-to-day operation of the office, and support the work of the executive director, the board and other staff.

### *Primary Duties and Responsibilities*

Administrative assistant performs a wide range of duties including some or all of the following:

#### Reception

- Answer general phone inquiries using a professional and courteous manner
- Direct phone inquiries to the appropriate staff members
- Reply to general information requests with the accurate information and in a timely manner
- Greet clients/suppliers/visitors to the BIA in a professional and friendly manner

#### Office Administration

- Use computer word processing, excel spreadsheet, and database software to prepare reports, memos, and documents
- Sort incoming mail, faxes, and courier deliveries for distribution
- Prepare and send outgoing faxes, mail, and courier parcels
- Purchase, receive and store the office supplies ensuring that basic supplies are always available
- Code and file material according to the established procedures
- Update and ensure the accuracy of the organization's databases
- Back-up electronic files using proper procedures

#### Assist with Financial Management

- Use computer software to prepare invoices and financial statements
- Code and file financial material according to established records management procedures
- Process accounts payable ensuring timeliness and accuracy of information
- Process accounts receivable ensuring timeliness, accuracy of codes and appropriate backup
- Prepare accurate bank reconciliations and deposits
- Administer petty cash according to established procedures
- Assist with financial reports as required

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<sup>17</sup> Adapted from College of Continuing Education (2012), Dalhousie University

#### Provide Board Support

- With the Executive Director, prepare meeting agendas and supporting material for distribution
- Ensure the timely distribution of material to the Board
- Support the Board with meeting, travel and other arrangements
- Draft minutes of Board meetings for review by the Executive Director
- Create action list from board meetings

#### *Qualifications* \*\*Highly dependent on the needs and preferences of the BIA\*\*

- High school diploma or post-secondary education in business, computers, or office management is an asset
- Proficiency in the use of computer programs such as, Word processing, databases, Excel spreadsheets, bookkeeping, etc.
- One–three years' experience in an office setting
- Build relationships, establish and maintain positive working relationships with others both internally and externally to achieve the goals of the BIA
- Communicate effectively, speak, listen and write in a clear, thorough and timely manner using appropriate and effective communication tools and techniques
- Work cooperatively and effectively with others to set goals, resolve problems, and make decisions that enhance organizational effectiveness
- Set priorities, develop a work schedule, monitor progress towards goals, and track details/data/information/activities
- Work with executive director to create a business plan to move the strategic plan set by the board forward, set goals, create and implement actions plans, and evaluate the process and results