

FOUR COUNTY BOARD OF ALCOHOL, DRUG ADDICTION,
AND MENTAL HEALTH SERVICES

Subject: Delegation Style

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Chairperson, John Nye

The Board is generally to deliberate and establish, not to implement, policies of the organization. The Board delegates to the CEO authority to achieve ends defined by the Board, holding the CEO accountable for successful achievement in compliance with explicit policy.

1. In each area of organization activity, the Board shall establish those values, which, at minimum, must be observed in the development of further policy and action within that area. Further policy development at the prerogative of the Board may refine the values to be served.
2. The authority of the CEO to act begins where the explicitly stated policy of the Board leaves off. Such action shall be legal, ethical, and in compliance with the spirit of other policy which has been stated.
3. Neither the Board nor any member of the Board shall instruct the CEO or staff within any area which at the time is within the purview of the CEO, though this does not prohibit Board inspection of areas within that purview nor Board request of information and opinion from staff.
4. Generally, the CEO is empowered to assign and utilize resources within the budget restrictions; to employ, discipline, deploy and terminate staff; to translate policies of the Board into action; to speak on behalf of the agency as an agent of the Board; and to organize and delegate for results as he/she deems appropriate.
5. The CEO may not, acting with authority delegated from the Board, perform or cause to be performed any act that is unlawful or in violation of commonly accepted business and professional ethics. In the event that a policy of the Board prescribes an illegal act, this prohibition against illegal behavior shall take precedence.
6. Should the CEO deem it necessary to violate a Board policy, he or she shall inform the Board. Informing is simply to guarantee that no violation is intentionally kept from the Board, not to request approval. Board response, either approving or disapproving, does not exempt the CEO from subsequent Board judgment of the action nor does it curtail any executive decision.

