

# HUMAN RESOURCES

SECTION 9  
ACSA POLICIES & PROCEDURES

## Section 9 — Human Resources

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### A. Executive Director

#### **Policies:**

##### **9.1 Basic Function**

The executive director is a proven leader, who will pilot California educators in transforming California schools, advocate for school districts and have the ability to successfully partner with other organizations. Serves as chief executive officer, recommends and participates in the formulation of new policies and makes decisions based upon existing policies as approved by the Board of Directors. Plans, organizes, directs and coordinates the staff, programs and activities of the association to assure that the mission and annual goals are attained and member needs met. Maintains effective internal and external relationships. Through management and leadership, achieves economical, productive performance; forward-looking programming and constructive growth of the association. (Revised: February 2014 Board)

##### **9.2 Duties, Responsibilities and Authority**

Within the limits of the bylaws and policies and procedures, the executive director is responsible for and has authority to accomplish the duties below:

- 9.2.1 Fully informs the Board of Directors on the conditions of the association and all important factors influencing them, including but not limited to, weekly contacts with the ACSA President and regular contacts with all Executive Committee members.
- 9.2.2 Plans, formulates and recommends to the Board of Directors basic policies and programs which will further the goals of the association.
- 9.2.3 Develops for purpose of day-to-day administration specific policies, procedures and programs to implement the general policies established by the Board of Directors.
- 9.2.4 Executes all decisions of the Board of Directors.
- 9.2.5 Executes such contracts and commitments as may be authorized by the Board of Directors or established policies.
- 9.2.6 In cooperation with the Board of Directors' Finance Committee, develops, and recommends and, upon approval, operates within an annual budget. Insures that all funds, physical assets, and other property of the association are appropriately safe-guarded and administered. Obtains appropriate fidelity bonds, at the expense of ACSA and subject to the approval of the board. Executes bylaw provisions with respect to an annual C.P.A. audit.
- 9.2.7 Organizes and supports the official meetings of the association.
- 9.2.8 Maintains minutes of the official meetings of the association.

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- 9.2.9 Enters into an annual agreement with the Board of Directors respecting his/her working relationship with the ACSA president.
- 9.2.10 Establishes a sound organizational structure for the ACSA office.
- 9.2.11 Directs, supervises, and coordinates all approved programs, projects and major activities of the staff.
- 9.2.12 Recruits, selects, and trains association personnel. Responsible for all hiring, promotions and terminations subject to ACSA policies and ratification by the Board of Directors.
- 9.2.13 Defines staff duties, establishes performance standards, conducts performance reviews and maintains competitive salary structure.
- 9.2.14 Plans, coordinates and conducts a public relations program to enhance public support for school administrators.
- 9.2.15 Serves as executive editor of the association's official publications.
- 9.2.16 Directs research and related projects, prepares reports and publishes the results on subjects deemed of importance to the membership.
- 9.2.17 Develops cutting-edge training for a diverse membership, using various technology sources to deliver the programs, as well as face-to-face meetings.
- 9.2.18 Leads the use of cutting-edge technologies.
- 9.2.19 Plans, organizes and directs the membership promotion and retention programs.
- 9.2.20 Directs, plans, and executes all communications to the general membership.
- 9.2.21 Promotes interest and active participation in the association's activities on the part of the membership at region and charters, and reports activities of the board and the association through the communications media of the association.
- 9.2.22 Maintains visibility and accessibility to membership to the greatest degree possible.
- 9.2.23 Maintains engaged relationships with other organizations, both public and private, and other association, industry, government and public service organizations.
- 9.2.24 Provides the necessary liaison and staff support to committee chairpersons and committees to enable them to properly perform their functions. Insures that committee decisions and recommendations are in alignment with the mission and ACSA annual goals and are submitted to the Board of Directors for approval.

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9.2.25 The Executive Director services as the secretary of the association.

9.2.26 Performs related duties as assigned by the Board of Directors.

(Revised: February 2014 Board)

**9.3 Relationships**

9.3.1 The executive director is responsible to the board of directors for the administration of the office and for proper interpretation and fulfillment of all of his or her functions, responsibilities and authority, and relationships.

9.3.2 Establishes such relationships as the board of directors may specify or as he/she may deem advisable in the best interests of the association but in conformity with established policy.

(Revised: February 2014 Board)

**9.4 Delegation of Duties**

The executive director may delegate to subordinates any of the powers and duties which the board has entrusted to the executive director, but the executive director shall be responsible to the board for the execution of the powers and duties so delegated.

The specification of the particular duties outlined for the executive director shall not be interpreted to exclude those duties not specified but which are incident to the position of executive director, as chief executive officer; the executive director shall have the other powers incident to such position and the board may require the executive director to perform all of the duties of such position.

**9.5 Hiring, Supervision and Evaluation of Association Staff**

The executive director shall supervise all employees and be responsible for the satisfactory performance of the work assigned to them.

9.5.1 All staff are assigned and report to the executive director.

9.5.2 The executive director shall insure that each employee receives an annual evaluation.

9.5.3 The executive director is responsible for all hiring, promotions, demotions, and terminations in accordance with ACSA policies.

**B. Employees — State Level****Policies:****9.6 Employment of Personnel**

The executive director may employ personnel necessary to implement the association's purposes.

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### 9.7 Employee Handbook

ACSA employment policies will be outlined in an Employee Handbook which will be made available to all staff and may be revised from time to time by the executive director. ACSA's employment policies and practices will comply with all local, state, and federal laws and regulations currently in effect. The handbook will also provide a general overview of employee benefits and other helpful information.

### Procedures:

### 9.8 Compliments for Staff or Complaints Against Staff

Compliments for, or complaints against, a member of the staff by a member, should be made to the executive director. Compliments for, or complaints against the executive director should be made to the president.

Complaints should be in writing.

If a complaint is not resolved with the executive director to the satisfaction of the member, it may then be filed with the president. In all cases, the board of directors shall be the final level for any complaint.

## C. Employees – Region Level

### Policies:

### 9.9 Selection of Personnel

It is ACSA's policy to allow regions to select staff to serve in regions.

### 9.10 Funding

If the region wishes to have dedicated staffing, the region board will allocate funding to pay for that staff in the region's annual budget.

### 9.11 Evaluation

The region president will annually conduct an evaluation of region employees.

### 9.12 Complimentary Membership

Complimentary membership will be provided to region consultants (or their equivalent).

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**Procedures:****9.13 Tasks for Region Employees**

Tasks assigned to the region employees shall be identified by the region president and region board of directors.

**9.14 Payment of Employees Engaged in Region Work**

- 9.14.1 The region uses an employee contract that is forwarded to the state ACSA Human Resources Department at least one week prior to the start date identified on the contract.
- 9.14.2 State ACSA will perform all legally required onboarding procedures and add the employee to ACSA payroll. ACSA will withhold all legally required taxes from the employee's paycheck and issue paychecks to the region employee. Since regions are not separate legal entities, employees working in regions are legally employees of state ACSA.
- 9.14.3 On a monthly basis, state ACSA will deduct the amount of the region employee's compensation plus the amount paid for related payroll taxes from the region rebate.