

POLICY TYPE: BOARD-GENERAL MANAGER DELEGATION
POLICY TITLE: D3 - DELEGATION TO THE GENERAL MANAGER
ADOPTED: 4-08
LAST REVISED:

The Board will instruct the General Manager through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the General Manager to use any reasonable interpretation of these policies.

Accordingly:

- D3.1. The Board will develop policies instructing the General Manager to achieve certain results, for certain recipients, at specified costs. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues as defined above are Means issues.
- D3.2. The Board will develop policies that limit the latitude the General Manager may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The board will never prescribe organizational means delegated to the GM.
- D3.3. As long as the General Manager uses *any reasonable interpretation* of the Board policies on Ends and Executive Limitations, the General Manager is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities. Such decisions of the GM shall have full force and authority as if decided by the Board.
- D3.4. The Board may change its policies on Ends and Executive Limitations, thereby shifting the boundary between Board and General Manager domains. By doing so, the Board changes the latitude of choice given to the General Manager. But as long as any particular delegation is in place, the Board will respect and support the General Manager's choices.