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Toastmasters International
ORGANIZATION GUIDES

Last Updated: August 16, 1988
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EXECUTIVE DIRECTOR

Working with the International President, and within the policies outlined in the Manual of Management Operations, the Executive Director is responsible for the planning, organizing, execution, coordination, and review of all educational, promotional, and communication programs of the organization, and management of World Headquarters operations.

As the senior paid administrator, the Executive Director ensures that all actions taken by the individual and the World Headquarters staff are consistent with the Mission Statement, Policies and Procedures VI A 1, as herein expanded:

1. To recruit members through membership and club extension programs, to ensure that all people who need Toastmasters-taught skills are given the opportunity to join, within the limits of Article III, Sec. 2, of the Bylaws.
2. To execute the plans to become the major volunteer organization devoted to the improvement and development of individual communication and leadership skills.
3. To earn, deserve and retain a favorable image in the eyes of our membership, the public, government and private agencies, and among our employees.
4. To ensure that the professional management places the best interests of our membership and the community at large ahead of its own.
5. To recommend an organizational structure, both at administrative and volunteer levels, that will satisfy to the highest degree possible, the needs and interests of the worldwide membership.
6. To establish an ongoing program of research and development that will identify effective new programs and learning methods that can be applied in our membership service structure.

EXECUTIVE COMMITTEE, BOARD AND EXTERNAL RELATIONSHIPS

1. Keeps the President, the Executive Committee and the Board of Directors fully informed of the conditions and operations of the organization and all the important factors influencing its involvement and performance.
2. Reassesses and recommends the proper organization of the Board of Directors and the deliberative method that will ensure maximum interaction and intelligent and effective study of policies and programs of the organization.

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3. Provides necessary liaison and staff support to the Chairman and members of the Board of Directors, and to standing and ad hoc committees, to ensure the successful accomplishment of their responsibilities.
4. Arranges the preparation of member, club or district resolutions and recommendations to the President for appropriate Board action.
5. Supervises the secretarial function of the organization, maintaining official minutes of the Board of Directors and other official meetings of the organization; provides top security of all files, legal and historical documents, membership and mailing lists.
6. Responsible for the administration of the World Headquarters operation, and for the proper interpretation and fulfillment of all functions, responsibilities, authorities and relationships.
7. As an ex-officio member without vote, is the liaison to the Board of Directors, the Executive Committee and the Strategic Planning Committee.
8. Maintains open lines of communication with all levels of the membership through available communications channels.
9. Maintains relations with other organizations, industry and government, public service organizations, and vendors as are desirable or necessary in the best interests of Toastmasters International, in conformity with the overall objectives and policies of the organization.

MANAGERIAL FUNCTIONS

Within the limits established in the Articles of Incorporation and Bylaws and the policies of the organization, the Executive Director is responsible for, and has authority over, the following managerial functions:

Administrative Function

1. Working through a professional staff, arranges for the formulation of plans and programs for approval by the Board of Directors, as well as those basic policies and programs that lead to the achievement of the objectives of the organization.
2. Operating through World Headquarters managers, directs the implementation of the programs and activities of the organization, and directs the execution of policies and mandates established by the Annual Business Meeting, the Board of Directors and the Executive Committee.
3. Develops and recommends to the Executive Committee, as part of plans preparation, an annual budget, and upon approval operates within it. Prior to February 10 each year, a detailed draft of the budget will be delivered to the Executive Committee based on the current year's figures and projected growth patterns. The Executive Director shall be guided

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by the Committee's wishes in establishing the budget that is to be delivered to the Board of Directors for its approval. A copy of the budget will be submitted to the Board of Directors at least ten (10) days before the August meeting, at which final action is taken.

4. Manages all facets of income and expenditures annually in concert with the approved budget and Policies and Procedures VI A 14. Ensures that all funds, physical assets, and other property of the organization are appropriately safeguarded and administered. Executes bylaws provisions regarding the official annual audit.
5. Evaluates the administrative operations and procedures, recommending the purchase of major equipment and the development of systems impacting staff and member performance in accordance with established policies and procedures.
6. Conducts, as necessary, research surveys and research studies, prepares reports and publishes the results on subjects deemed of importance to the Board of Directors or World Headquarters staff.

Personnel Function

1. Supervises the World Headquarters personnel administration function; counsels with the Executive Committee regarding employees' salaries; responsible for employment, promotions and terminations, with one exception: actions regarding the employment and termination of management-level personnel are not taken without prior consultation with the President and a majority of the Executive Committee.
2. Ensures maximum utilization of the World Headquarters staff managers by providing an effective training and development program and by clearly defining the results expected of them, their duties and responsibilities. Each manager's performance, based upon a formally written job description, will be reviewed by the Executive Director annually.

Programming Function

1. Provides for effective and efficient distribution of educational services and supplies to Districts, Clubs, and individual Toastmasters.
2. Supervises the business management of the official magazine, *The Toastmaster*. Provides editorial oversight of the magazine to include a review of graphic presentations, the articles and their content.
3. Provides for development of educational programs and activities that will advance the communication and leadership skills of the membership in keeping with the purposes and objectives of our organization.
4. Directs the planning, organization, and implementation of membership, retention, and extension programs.

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Public Relations Function

1. Consistent with the requirements of Policies and Procedures VI A 15:
 - A. Directs the development and implementation of all communications to the membership and elected Officers, including newsletters, general mailings, and news releases.
 - B. Plans, coordinates and conducts a public relations program to enhance the public acceptance of the organization and its objectives.

Convention and Conference Function

1. Supervises the organization of the Annual International Convention including development of the educational programs and administration of all other activities that take place, consistent with the provisions of Policies and Procedures VI A 16. Exercises control of the Convention budget and the approved Convention program.
2. Develops and coordinates the training and educational sessions for District Officers and provides support for the official programs of the Regional Conferences.
3. Selects the annual recipient of the Golden Gavel Award, consistent with Policies and Procedures VI H 1.

Strategic Planning Function

1. Serves as secretary to the Strategic Planning Committee, as the staff liaison. Maintains a historical record of actions considered and recommended by the committee. Records and ensures appropriate minutes reflecting actions of the committee will be provided on a current basis to each committee member. Status reports will be provided the committee, at each meeting, on all actions approved by the Board of Directors, or directed by the Executive Committee.
2. Develops strategic planning proposals, or revisions to current plans, supported with background material, and submits to committee members thirty (30) days prior to meetings.
3. Strategic planning will be consistent with provisions and objectives of Organization Guide Section V 11.

REQUIREMENT FOR POSITION

Extensive experience of a responsible nature in a large scale multi-function organization; and graduation from a college or university with a degree in business administration, public administration, or related equivalent experience in business or public life, as determined by the Executive Committee, which provides the following knowledge, skills or abilities:

- Thorough knowledge of the principles of management;

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- Thorough knowledge of current administrative techniques and concepts, and their practical application;
- Thorough knowledge of Toastmasters International programs, organizational structure and policies;
- Ability to supervise and coordinate the effective use of staff and financial resources;
- Ability to develop and maintain enthusiasm within the World Headquarters staff;
- Ability to interpret Toastmasters International policies, programs, and objectives to the membership;
- Ability to plan, lay out, and direct major complex plans, programs and projects; and
- Ability to communicate effectively, both orally and in writing.

Reference: Policies and Procedures VI A 1
Bylaws of Toastmasters International, Article III, Section 2
Policies and Procedures VI A 14
Policies and Procedures VI A 15
Policies and Procedures VI A 16
Policies and Procedures VI H 1
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