

National Association of Pastoral Musicians

Governing Policy (Section 4): Executive Limitations

4.0 Global Executive Limitations

(What the Executive Director CANNOT Do in Achieving Ends)

Approved 10/8/18

The Executive Director shall not fail to fulfill the responsibilities articulated in the NPM Bylaws, and shall not place any priorities higher than achieving NPM's mission as articulated in Ends policies.

The ED shall not cause or allow any organizational practice, activity, decision, or circumstance that is either unlawful, imprudent, or in violation of commonly accepted business practices, professional ethos, and practices, or contrary to the teaching of the Catholic Church.

4.1 Ethics, Morals, Good Standing with the Church

Approved 4/3/19

The ED shall not behave in a manner that is inconsistent with commonly accepted professional ethics.

The ED shall not cause and allow any practices, activities, decisions, or circumstance which are contrary to the teaching of the Roman Catholic Church.

If the ED is Catholic, he/she shall not fail to be a member in good standing with the Church.

If the ED is not Catholic, he/she shall not behave in a way that would cause or bring about scandal to the organization.

4.2 External Relationships

Approved 4/3/19

With respect to interactions with vendors, ecclesial partners, industry partners, members and potential members, the ED shall not cause or allow conditions, procedures, or decisions, that are unsafe, undignified, or unnecessarily intrusive.

4.3 Financial Constraints

Approved 5/28/19

The ED shall not cause or allowing conditions, practices, or decisions that put the association in unnecessary financial jeopardy.

4.3.1 Asset Protection

Approved 5/28/19

The ED shall not cause or allow corporate assets of any kind (including but not limited to real property, intellectual property, financial assets, image and reputation) to be unprotected, inadequately maintained, or unnecessarily risked.

4.3.2 Financial Condition and Activity

Approved 5/28/19

With respect to the actual, ongoing financial conditions and activities, the ED shall not cause or allow the development of financial jeopardy or material deviation of actual expenditures from board priorities established in Ends policies.

4.3.2.1: Budgeting

Approved 2/22/21

Budgeting for any fiscal year or any portion thereof shall not deviate materially from the board's priorities established in Ends policy, risk financial jeopardy, nor fail to show a generally acceptable level of foresight.

Accordingly, the executive director shall not cause or allow budgeting that:

1. Contains too little information to enable accurate projections of revenues and expenses and disclosure of planning assumptions.
2. Plans for expenditures in any given fiscal period to exceed conservatively projected revenues to be received in the same period.
3. Fails to consider long-term planning needs of the association.
4. Fails to set aside 2% of revenues from the previous fiscal year for board reserves.

4.3.2.2: Financial Condition

Approved 2/22/21

The executive director shall not cause or allow financial jeopardy, and thus may not:

1. Allow actual allocations of financial resources to deviate materially from the board's priorities as expressed in Ends policies.
2. Expend more funds in any given fiscal year than revenues received unless the debt guideline (below) is met.
3. Indebt the organization in an amount greater than can be repaid within 180 days.
4. Use any surplus funds at the end of a given fiscal year for items not included in the budget.
5. Allow the cash on hand to drop below what is needed to settle payroll and debts in a timely manner.
6. Allow tax payments or other government ordered payments and filings to be overdue or inaccurately filed.

4.4 Treatment of Staff

Approved 5/28/19

With respect to the treatment of paid and volunteer staff, the ED may not cause or allow conditions that are unjust, undignified, or disorganized.

4.4.1 Employee Handbook

Approved 4/16/20

The ED shall not fail to distribute an employee handbook to each new hire and have them sign that they have received and read the document.

4.5 Emergency ED Succession

Approved 4/3/19

To protect the board from sudden loss of ED services and to ensure consistent execution of the association's mission as found in Ends policies, the ED shall not fail to have at least one senior employee sufficiently familiar with board and ED issues and processes, who can take over with reasonable proficiency as an interim successor.

4.6 Communication and Support to the Board

Approved 4/3/19

The ED shall not cause or allow the board to be uninformed or unsupported in its work.

The ED shall not fail to inform the board of pressing issues and threats to organizational health in a timely manner.

The ED shall not fail to provide the board with organizational resources needed to exercise its governance role, including but not limited to:

- Reports as prescribed for monitoring in Board-Management Delegation policies.
- Other reports on organizational activity as requested by the board with a reasonable time frame.
- Access to organizational resources for governance tasks (e.g. reimbursements for board expenses, securing meeting spaces, etc.), including those enumerated in the Cost of Governance policy, or otherwise mandated by the board.

4.6.1: Insurance for Directors and Officers

Approved 2/22/21

The executive director shall not fail to maintain insurance for all association directors and officers at a level commensurate with industry standards.

4.7 Diversity among Member Leaders

Approved 4/16/20

The ED shall not fail to build a volunteer team with diversity in race, gender, or age in positions that he/she nominates/recruits.