



Over the past couple of weeks, we've received these phone calls.

Call from a Board Chair: *“The Executive Director is claiming that he hasn't taken any leave for the past year. I remember receiving a post card from Hawaii and the ED said he was having a wonderful time. Can I ask the ED to do timesheets and can I ask to see them?”*

Call from Executive Director (different organization): *“My Board is trying to micro-manage me. They want me to telephone them if I am going to leave the office fifteen minutes early on a Friday. They forget that I attend meetings at night and on weekends. It is not uncommon for me to work 50 to 60 hours a week. Last night I didn't get home until 10:00 because the Board Meeting went on for four hours.”*

The Executive Director of a nonprofit organization has a responsibility to document his or her hours of work as well as the amount leave she or he takes, and whether it is vacation leave, sick leave or some other type of leave offered by the organization. If an ED has any portion of their salary paid by federal funds, the government requires that the ED document his/her leave and keep a tally of time spent on various tasks.

In addition, the IRS Form 990 requires an organization to allocate all expenses among management, program,

and fundraising. Completed and detailed timesheets must be available to make an accurate allocation. The Form 990 even requires that the ED list the number of hours she or he works each week. Without accurate timesheets, this number is nothing but a guesstimate. We recommend that the actual hours worked be put on the Form 990 to demonstrate staff commitment to the organization and its mission. In larger organizations where there is a human resources department, a senior staff member generally reviews the ED's timesheet. In a smaller organization, it

would be appropriate for the ED's timesheet and any expense reimbursements to be reviewed and approved by a Board Member on a quarterly basis.

The Board Chair who made the first call should share our answer with his/her Executive Director.

The Executive Director who made the second call should forward this article to his Board President.