



Canadian Parents for French (Ontario)

POLICIES

Revised November 28, 2015

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POLICY TYPE: GOVERNANCE
POLICY NO: GOV 1
POLICY TITLE: Board's Role

Date of Adoption: May 8, 2015 Board Meeting

The role of the Board is to uphold the mission of Canadian Parents for French to promote, support and enhance educational opportunities for young Canadians to acquire, learn and use the French language and culture in determining and demanding appropriate organizational performance and to serve as a link between CPF and its members, volunteers and the public it serves. To distinguish the Board's unique role from that of the employees, the Board, as a whole, will concentrate its efforts on:

1. Establishing governing policies that, at the broadest levels, address:

Ends: outcomes, recipients and their relative worth
(what good for which needs at what cost).

Executive Limitations: constraints on executive authority that establish the prudence and ethical boundaries within which all executive activity and decisions must take place.

Governance Process: how the Board conceives, carries out and monitors its own task.

Board-Executive Director Relationship: how power is delegated and its use monitored (the Executive Director's role, authority and accountability).

2. Identifying and recruiting potential Board members with adequate skills and expertise who are representative of the social diversity of the country and, in particular, within its jurisdiction.
3. Evaluating the Executive Director's performance.

POLICY TYPE: GOVERNANCE
POLICY NO: GOV 2
POLICY TITLE: Governing Manner & Style

Date of Adoption: May 8, 2015 Board Meeting

The Board will govern with a style that emphasizes outward perspective rather than internal preoccupation, encouragement of diversity of view points, strategic leadership more than administrative detail, a clear distinction between the Board's and the Executive Director's roles, collective rather than individual decisions, the future rather than the past or present, and pro-activity rather than reactivity.

Governing Manner/Style Specifics

In order to fulfill its mandate effectively, the Board will:

1. Always remain mindful of its public trusteeship.
2. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, respect of roles, speaking with one voice and ensuring the continuity of governance capability and succession. Continuity of governance capability will include orientation of new members in the Board's governance process and periodic Board discussion of process improvement.
3. Inspire and lead CPF through careful establishment of broad organizational policies reflecting the Board's values and perspectives based on input from membership. The Board's major focus will be on *Governance, Executive Limitations* and *Ends* Policies.
4. Cultivate a sense of group responsibility. While employee input is valued and desired, the Board will be responsible for excellence in governing.
5. Monitor and discuss the Board's process and performance annually. Self-monitoring will include comparison of Board activity and discipline with the Governance Process and Board-Executive Director Relationship Policies.

POLICY TYPE: GOVERNANCE POLICY NO: GOV 3 POLICY TITLE: Board Roles and Responsibilities
Date of Adoption: <u>May 8, 2015</u> Board Meeting

President's Role

The role of the President is to ensure the integrity of the Board's process and to represent the Board to outside parties. The Board speaks on behalf of the organization. The President is the only Board member authorised to speak for the Board (beyond simply reporting Board decisions) other than in specifically authorized instances.

President's Responsibilities and Duties

Specifically, the President will:

1. Ensure that the Board behaves according to its own rules and those legitimately imposed upon it from outside the association by:
 - a) chairing all meetings of the Board of Directors;
 - b) keeping meeting discussion focused on those issues that, according to Board policy, clearly falls within the Board's domain; and
 - c) ensuring that deliberation is fair, open and thorough, but also efficient, timely, orderly and kept to the point.
2. Make decisions that fall within *Governance Process* and *Board-Executive Director Relationship Policies*, except where the Board specifically delegates portions of this authority to others. The President will use reasonable interpretations of the provisions in these policies; however, the President has no authority to make decisions concerning policies created by the Board regarding *Governance, Ends* and *Executive Limitations*.
3. Represent the Board to outside parties in announcing Board-stated positions and in stating his or her decisions and interpretations within the areas delegated to the President;
4. Promote the visibility and financial stability of CPF;
5. Have signing authority for CPF (Ontario);
6. Act as chief spokesperson for CPF;
7. Act as the primary link between the Executive Director and the Board;

8. Provide support and advice to paid staff through the Executive Director; and
9. Assume responsibility and accountability for any tasks identified for the President in the bylaws.

Officers' Roles

The Officers of the Board are the President, Vice-President, Treasurer and Secretary. Officers of the Board are in the service of the Board. They are bound by Board wishes and by limits of the Board authority.

President

The role of the President is specifically set out in an earlier article. The presidential succession, in cases of temporary absence or in the event of the death, resignation or removal from office of the President is the Vice President, the Secretary and the Treasurer. In the absence of the President, the term "President" shall be construed to apply in due turn to this succession of officers.

Vice President

1. Ensures that he/she is adequately prepared to act in the absence of the President;
2. Performs any and all duties of the President, as and when required; and
3. Assists the President, as and when required.

Secretary

1. The Secretary, by affixing his/her signature, shall attest formally to the legitimacy of Board documents such as articles of incorporation, by-laws, policies and board meeting minutes;
2. The Secretary shall ensure that a copy of all Board documents is retained in the custody of the Executive Director;
3. The Secretary is responsible to the Board for reporting on and noting any inconsistencies in Board actions;
4. The Secretary is responsible for ensuring follow-up on all uncompleted items of Board business; and
5. The Secretary is responsible for ensuring that the minutes of Board meetings are recorded, published and ratified.

Treasurer

1. Shall approve all cheques over \$10,000;
2. Any two of the following, the President, the Treasurer, the Executive Director shall sign all cheques over \$10,000*;

3. Shall be prepared, upon request, to submit a financial statement to the Board;
4. Shall be responsible for monitoring Branch finances in accordance with the bylaws and approved budget; and
5. Shall review and approve the Executive Director's Expense Reports on behalf of the organization prior to reimbursement of expenses*

* In unusual and extreme circumstances the President reserves the right to appoint a designate.

Board Member's Role

Authority and responsibility

The Board of Directors is the legal authority for Canadian Parents for French. As a member of the Board, a Director acts in a position of trust and is responsible for the effective governance of the organization.

Requirements for Board of Directors Membership

Requirements of Board membership include: (see Nominations Criteria Policy)

1. membership in good standing in CPF;
2. commitment to the mission and values of the organization;
3. knowledge and skills relevant to the work of the Board; and
4. willingness to carry out the responsibilities and duties of a Board member as defined by Board policies.

Board Member's Term

The term of a Branch Director is two years. A Branch Director may be re-elected to additional terms to a maximum of six years. The terms of office of the Branch President and Vice President may exceed the normal maximum of six years but, under no circumstances, will the total term of service on the Branch Board exceed ten consecutive years. A person who has served on the Branch Board of Directors for the maximum term possible may be nominated and re-elected to any Branch Board of Director's office after two years following the last term during which the person previously served as a Branch Director.

The term of a Branch Director shall be from the end of the AGM at which the Branch Director is elected to the end of the AGM at which the successor is elected.

Board Member's General Duties and Responsibilities

The job of the Board is to represent CPF in determining and demanding appropriate organizational performance.

1. The Board will produce the link between CPF and its membership.
2. The Board will produce written governing policies that, at the broadest levels, address each category of organizational decision.
3. The Board will produce assurance of the Executive Director's performance.

Liaison with Chapters

1. Members of the Board may liaise, on behalf of the organization, with Chapter Chairs to:

- * Establish rapport;
- * Provide feedback to the Branch Board.
- * Provide information;
- * Receive information;
- * Promote and support Membership Drives
- * Promote and support networking among Chapters and Members

2. Board information to be provided shall be identified and approved by the Board.

Active Member of Board Committees

Each Board member shall be an active member of a Board Committee.

Standing Board Committees

- ◆ Awards
- ◆ Bylaws & Policy
- ◆ Nominations
- ◆ Advocacy

Ad Hoc Board Committees

The Board of Directors may appoint ad hoc committees from time to time for specific purposes. These may include: communications, finance, membership/volunteer recruiting, partners/fundraising or any special projects.

These ad hoc committees shall automatically terminate after a year or after completion of their mandate, whichever ever comes first or unless given a definite renewed mandate by the Board. The term of reference shall be clearly identified by the Board.

POLICY TYPE: GOVERNANCE

POLICY NO: GOV 4

POLICY TITLE: Professional Development for Board of Directors

Date of Adoption: May 8, 2015 Board Meeting

Any Board member may apply for professional development to assist them in their duties with CPF (Ontario). Request for professional development opportunities for Board members must meet the following guidelines:

1. The request shall be considered subject to budgetary constraints.
2. The request shall provide the Board member with skills that can be used throughout the Board of Directors' term of office with CPF (Ontario).
3. Written request must be made to the President and/or Treasurer.

POLICY TYPE: GOVERNANCE
POLICY NO: GOV 5
POLICY TITLE: Expense and Remuneration Policy

Date of Adoption: May 8, 2015 Board Meeting

1. Signing Authority

- a) All cheques requiring legal signing authority shall be signed by any two of the following; the Administrative Manager, the President, the Treasurer and the Executive Director, unless otherwise stated in another Policy.
- b) All reports and documents requiring legal signing authority shall be signed by the President.

2. NSF Cheques

The charge levied for an NSF cheque is the current rate charged by our bank.

3. Cash Advances

Cash advances are not normally given. The Treasurer must approve any requests for cash advances.

4. Expense Claims

CPF (Ontario) shall be responsible for and shall reimburse all reasonable expenses incurred while in the performance of duly authorized CPF business by the Board of Directors, Officers, Board Committees, volunteer project coordinators, any other individuals and for staff members, if not already regulated by personnel policies. Such expenses may include travel, accommodation, specified meals, photocopying, postage, stationery and telephone charges. If the approved amount for each meal is claimed, receipts are not required for the Board of Directors. Travel and parking expenses to and from the office site of the employer by staff members shall not be reimbursed.

5. Transportation

- a) Automobile rates are set according to current Canada Revenue Agency approval rates per kilometre. Car-pooling should be used whenever possible and the driver should be claiming the mileage expense. Mileage claimed should only pertain to direct travel to and from the meeting place/branch office by staff and volunteers (Board members and members at large). The Board may provide the Executive Director with a leased car or a flat monthly allowance if it deems this to be financially responsible. Travel to and from conference venues may not qualify for this rate based on budgetary constraints.

- b) Train fare and bus fare may be claimed but may not exceed the cost of automobile rates per kilometre.
- c) Airfare may be claimed where necessary.
- d) Taxi fares may be claimed where necessary.
- e) Fees for courier service can be claimed if it is less expensive than your own mileage and your presence is not essential for the business involved.

6. Accommodation

- a) Shared accommodation may apply due to budgetary constraints.
- b) If single rooms are available due to odd numbers, such rooms shall be allotted by the President and Executive Director to Board members first and then to other volunteers.
- c) Any additional accommodation required for family members or others must be reserved and paid for by the individual.
- d) CPF (Ontario) will only pay for rooms occupied after the beginning and before the end of a meeting, taking into consideration transportation schedules. Receipts must be provided for reimbursement.
- e) Incidentals, such as personal calls, valet service etc., are the responsibility of the individual.

7. Meals

- a) Meals organized for the group and listed as such on the agenda are paid for by CPF (Ontario). The individual in charge of meeting arrangements must be advised at least 48 hours in advance of a scheduled meal if it will not be required. Meals missed without prior notice are charged to CPF (Ontario) by the caterer/hotel and therefore may not be claimed by an individual under 7 (b).
- b) Meals after the beginning and before the end of the meeting, which are not listed on the agenda as group meals, may be claimed up to the following maximums:

Breakfast - \$12.00 Lunch - \$12.00 Dinner - \$35.00
 Miscellaneous amount of \$3.00/day

- c) Meals claimed by staff and members of the Board of Directors while performing the duties of the Board or Board Committees other than functions stated in 7(a) may exceed, within reason, the above stated maximums.

8. Photocopying/Office Equipment

- a) The use of the most cost-effective method of photocopying is expected at all times.

- b) In the Branch office, the equipment and supplies are there for members to use to help with official business. One easy rule of thumb for supplies is: if it will be handed over to your successor, it is official; if not, it is personal.
- c) As in 8 (b), if you are photocopying/faxing information for Chapters, National, other Board Members or staff, it is official. If not, please use another photocopier.

9. Annual General Meeting Expenses

- a) Those members of the Board of Directors in outgoing positions may have their costs paid to attend the Annual General Meeting.
- b) New members of the Board of Directors may have their costs paid to attend the Annual General Meeting.
- c) Only one delegate per Chapter may have their costs paid to attend the Annual General Meeting.
- d) Members of Board Committees required to attend the Annual General Meeting may have their costs paid to attend the Annual General Meeting - Nominations Committee, Bylaws & Policy Committee, Awards Committee and Advocacy Committee.

10. Board Meeting Expenses

- a) Each Board Member will have their expenses reimbursed according to the guidelines above.
- b) Members of Board Committees requested to attend any specific Board meeting may have their expenses reimbursed according to the guidelines above.
- c) Staff members, other than the Executive Director, requested to attend a specific Board meeting may have their costs reimbursed according to the guidelines above.

11. External Conference and other Events

The registration fee and expenses will be reimbursed for those individuals directed by the Board to attend specific events.

12. Submission of Expense Claims

- a) All expense claims shall be submitted on the CPF (Ontario) expense form no later than thirty (30) days after the expense was incurred or when the expenses reach a total of \$200.00, whichever comes first. All outstanding expenses for the previous fiscal year must be submitted by April 15 and may not be carried forward to the following year. Failure to do so may result in non-payment.
- b) All original receipts (credit card receipts without details are not satisfactory) must be attached, with the exception that photocopies of telephone bills are acceptable. Failure to do so may result in non-payment.
- c) Each expense claim shall be verified and approved by one of the signing authorities.

- d) Questionable claims shall be referred to the Treasurer and then to the Board of Directors for a decision in the case of an appeal.
- e) Expenses should be charged against the appropriate budget categories. Questions regarding the choice of budget categories should be forwarded to the Treasurer.

POLICY TYPE: GOVERNANCE POLICY NO: GOV 6 POLICY TITLE: Nominations Committee
Date of Adoption: <u>May 8, 2015</u> Board Meeting

The work of the Nominations Committee is essential in creating and maintaining a strong Board.

The Executive Director, staff, contract personnel, or anyone receiving pay for work from CPF Ontario (henceforth known as the Organization) shall not be a member of the Nominations Committee, or participate in any decision-making process of the Committee, nor in the work of the Committee, except with administrative duties requested by the Committee. All proceedings of the Committee are confidential and, should the workings of the Committee be made known to anyone outside of the Committee members, this may be deemed grounds for immediate termination of the offending member.

Composition

The Nominations Committee shall not exceed five members and should include at least two Directors (one being the Committee Chair).

Mandate

To recruit potential Directors and to present the nominees to the Board and to the membership.

To this end the Committee shall try to ensure that the Board:

- a) reflects the diversity within Ontario;
- b) represents equitable regional representation; and
- c) reflects the partnership between parents, educators and the community;
- d) reflects the knowledge and skills required.

The Committee Chair and staff will organize the election at the Annual General Meeting.

Duties

- To develop and maintain records of Board and Board committee members, including information on skills, interests, experience, Board-related orientation and training and terms of service. Additional terms of service should not be automatic.
- To work with the President to identify future Board needs.
- To work with the President to identify the strengths and weaknesses of the Board.
- To identify necessary selection criteria for recruiting new Directors.

- To gather and generate names of prospective Directors.
- To research and screen prospective Directors.
- To recommend to the Board a list of possible Board nominees.
- To work with the President to make sure that proper nomination and election procedures are followed in accordance with the Bylaws and the nominations process.
- To review bylaws, policies and procedures on the nomination process and to make recommendations to the Board as necessary on recruitment, selection and assessment annually and to make recommendations for amendments to the Board.

Individual Board members contribute to Board recruitment by:

- Providing suggestions for prospective Directors;
- Cultivating future prospective Directors;
- Helping with recruitment activities as needed;
- Assisting to identify future Board needs, strengths and weaknesses.

Members of the organization contribute to Board recruitment by:

- Providing suggestions for prospective Directors to the Nominations Committee;
- Considering letting their own name stand for election.

The President may:

- be a member of the Nominations Committee;
- assist the Nominations Committee by offering his or her opinion on future board needs and strengths and weaknesses of the Board;
- assist with contacting potential Board nominees;
- consult with members who have not fulfilled their responsibilities and, if appropriate, ask them about leaving the Board.

Immediately after the Annual General Meeting, the Board appoints individuals to serve on the Nominations Committee.

The President shall consult with board members who have not fulfilled their responsibilities and, if appropriate, ask them to consider leaving the Board. The President may be responsible for and may delegate the orientation and training of new Directors and is assisted by the Nominations Committee.

POLICY TYPE: GOVERNANCE POLICY NO: GOV 6.1 POLICY TITLE: Nominations Committee Process
Date of Adoption: <u>May 8, 2015</u> Board Meeting

Nomination Options and Process

This Policy is intended to permit an orderly process by which nominations are received, assessed and presented to the Membership in a timely manner. Nominations from the Floor are disallowed.

Currently serving Board members completing their two (2) year term must be re-nominated.

Persons may be nominated to the CPF (Ontario) Board of Directors in two (2) categories as follows:

Category A – Nomination by a Chapter:

1. A Chapter may nominate a candidate for a position on the Board by forwarding the name of the potential candidate to the Nominations Committee up to eight (8) weeks prior to the date of the Annual General Meeting (AGM) in any given year.
2. The nomination must be accompanied by a résumé and written consent of the nominee and signed by three (3) Chapter Officers and one (1) other member in good standing in their Chapter.

Category B – Self Nomination by a Volunteer:

1. A member may volunteer as a candidate for a position on the Board by forwarding their name to the Nominations Committee up to eight (8) weeks prior to the date of the Annual General Meeting (AGM) in any given year.
2. The nomination must be accompanied by a résumé and written consent of the volunteer and signed by two (2) Chapter Officers and two (2) other members in good standing;

Or

3. The nomination must be accompanied by a résumé and written consent of the volunteer and signed by one (1) Branch Officer and two (2) other members in good standing.

Selection Criteria for Nominees

1. Must be CPF members in good standing.

2. Should, ideally, be an active member of their local Chapter constituency, School Board jurisdiction or partner organization for at least two (2) years, preferably in a leadership role.
3. Should possess skills and knowledge that the Board may require to meet the short- and long-term plans of the Organization.
4. Must demonstrate an understanding of and willingness to assume the role of a Board member (see Bylaws and Policy Document).
5. Must be willing to chair a Board Committee.
6. Must believe in Canadian Parents for French's mission and values.

Committee Process

1. The Nominations Committee assesses the skills of current Directors and considers what strengths will be lost as members complete their term.
2. The Nominations Committee considers the short- and long-term plans of the Organization and any specific Board needs that are required to carry out these plans.
3. The Nominations Committee develops the selection criteria for prospective Directors and discusses the selection criteria with the existing Board.
4. The Nominations Committee requests suggestions or nominations for suitable prospective Directors from a variety of sources.
5. The Nominations Committee designs a customized approach for recruiting each individual nominee and assigns a recruiter or recruitment team to approach each nominee.
6. The recruiters carry out the recruitment plan and invite interested nominees to stand for election.
7. The Nominations Committee researches all of the nominees in more depth and chooses suitable candidates to recommend to the current Board.
8. The Nominations Committee's recommendations must be approved by the existing Board.
9. The Board appoints the incoming Officers of the Board after the election.
10. The Nominations Committee shall arrange to circulate, in a summarized form, the slate of nominees and their qualifications to attendees at least thirty (30) days before the Annual General Meeting.
11. The nominees will be presented to the voting members at the AGM by the Nominations Committee Chair.

12. Adequate ballots will be provided to the voting members to permit an elimination system of voting. For example, if five (5) candidates are presented to the voting members at the AGM to fill two (2) positions, there will be three sets of elimination votes, with the one candidate with the least votes being eliminated each time.
13. The Board Chair announces the result of any election.
14. The Board may invite unsuccessful nominees to fill other roles within CPF that complement their knowledge and skills.

POLICY TYPE: GOVERNANCE

POLICY NO: GOV 7

POLICY TITLE: Voting by Fax, Telephone and E-mail

Date of Adoption: May 8, 2015 Board Meeting

Voting by telephone or by electronic means shall be conducted only when considerations of urgency make it unreasonable to wait for the next face-to-face Board meeting. Voting electronically shall normally be preceded by discussion at a face-to-face meeting or during a conference call. Should the Board need to vote on an issue not brought to their attention at the previous Board meeting, discussion via electronic means is permitted. Any vote taken on the matter electronically is valid if quorum is achieved. Voting by telephone shall be conducted only during a conference call in which a full quorum of the Board participates. Results of a vote by telephone or electronic means are to be communicated to the entire Board by the Secretary and to any other appropriate individuals in a timely manner and are to be duly recorded as part of the permanent record of CPF (Ontario).

POLICY TYPE: GOVERNANCE POLICY NO: GOV 8 POLICY TITLE: Board Committee Principals
Date of Adoption: <u>May 8, 2015</u> Board Meeting

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board’s work and so as never to interfere with delegations from the Board to the Executive Director and so as not to interfere with the “work” of paid staff.

Limitation of Board Committees’ Authority

Board committees may not speak or act for the Board except when formally given such authority for a specific and limited purpose by the President. Such authority will be carefully stated in order not to conflict with the authority delegated to the President and the Executive Director.

Purpose of Board Committees

Board committees are to help the Board do its work, not to help the staff do its work. Committees will assist the Board chiefly by preparing policy alternatives and implementation strategies for Board deliberations. Board committees are not to be created by the Board to advise staff other than the Executive Director via the President. Board committees are to help the Board achieve accountability to its members.

POLICY TYPE: ENDS
POLICY NO: ENDS 1
POLICY TITLE: Research

Date of Adoption: **June 21st, 2003**
Board Secretary's affirmation of official Board Action adopting this policy: **Tanya Gouthro-Taylor**

Canadian Parents for French (Ontario) does not fund nor engage in primary FSL research.

POLICY TYPE: ENDS
POLICY NO: ENDS 2
POLICY TITLE: Partnership

Date of Adoption: **May 8, 2015**
Board Meeting

Canadian Parents for French (Ontario) in furthering its aims, will seek to develop on-going partnerships with organizations, corporations and individuals having similar goals as stated in our Mission Statement. The Executive Director is responsible for seeking out and maintaining such partnerships.

<p>POLICY TYPE: EXECUTIVE LIMITATIONS POLICY NO: E.L. 1 POLICY TITLE: General Executive Constraint</p>

<p>Date of Adoption: <u>May 8, 2015</u> Board Meeting</p>

General Executive Constraint

The Executive Director will not cause nor allow any practice, activity, decision or organizational circumstance that is illegal, imprudent, in violation of commonly accepted codes of ethics or inconsistent with the mission of Canadian Parents for French.

Administrative Clarity

The Executive Director must operate with:

- a) Procedures to assure operational/administrative continuity.
- b) Operational policies and procedures known and available to employees.

Emergency Executive Succession

To protect the Board from the sudden loss of services of the Executive Director, the Executive Director shall not fail to keep the most senior employee of the Board and the President informed on executive level issues, processes and plans.

POLICY TYPE: EXECUTIVE LIMITATIONS POLICY NO: E.L. 2 POLICY TITLE: Volunteer and Employee Treatment
Date of Adoption: <u>May 8, 2015</u> Board Meeting

Date of Adoption: May 8, 2015 Board Meeting

The Executive Director's authority with respect to paid and volunteer staff is limited so as to assure that the rights of volunteers and employees to fair, equitable, and humane treatment are not impeded.

Accordingly, the Executive Director shall:

1. Operate with written job descriptions and contract agreements approved by the Board.
2. Operate with written personnel policies that clarify personnel rules for volunteers and staff, provide for effective handling of grievances and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
3. Not discriminate against any staff member for expressing an ethical dissent.
4. Facilitate staff who wish to grieve to the Board when:
 - a) internal grievance procedures have been exhausted; and
 - b) the employee alleges that either:
 - Board policy has been violated to his or her detriment or to the detriment of the organization; or
 - Board policy does not adequately protect his or her human rights.
5. Acquaint staff with their rights under this policy. Establish, enforce and maintain employment policies and procedures that comply with all federal and provincial requirements.

POLICY TYPE: EXECUTIVE LIMITATIONS POLICY NO: E.L. 3 POLICY TITLE: Financial Planning & Condition
Date of Adoption: <u>May 8, 2015</u> Board Meeting

Date of Adoption: May 8, 2015 Board Meeting

With respect to the financial planning and actual ongoing condition of CPF's financial health, the Executive Director shall not risk fiscal jeopardy or deviate materially from Board priorities as established in the *Ends* policies or fail to derive the budget from a multi-year plan.

Accordingly, the Executive Director shall:

1. Meet deadlines for reports and submissions to authorities and or funding agencies.
2. Provide detailed budgeting to permit:
 - a) accurate projection of revenues, expenses and cash flow;
 - b) separation of capital and operational items;
 - c) disclosure of planning assumptions; and
 - d) adequate audit trail.
3. Maintain current cash assets at any time to a safety reserve of ninety (90) days operating costs unless otherwise approved by the Board.
4. Allocate an appropriate amount for Board prerogatives, such as fiscal audits, Board development and Board meetings.
5. Hold any funds received by the Organization in a manner that will ensure maximum benefit to the Organization for its approved and intended use.

POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY NO: E.L. 4
POLICY TITLE: Asset Protection

Date of Adoption: May 8, 2015 Board Meeting

The Executive Director shall not cause or allow assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the Executive Director shall:

1. Insure or implement acceptable risk management techniques:
 - a) against theft and casualty losses to cover replacement value; and
 - b) against liability losses to Board members, employees or CPF itself, in any amount greater than the average for comparable organizations.
 - c) to protect CPF, its Board, volunteers or employees from claims of liability.
2. Obtain at least three (3) quotations for any capital purchase or contract for services over \$5,000.
3. Make any capital purchase or contract for services with full protection against conflict of interest.
4. Protect intellectual property, including information.
5. Limit short-term operating line(s) of credit to:
 - a) less than one-year;
 - b) less than three (3) months' of operating expenses;
 - c) pledged against operating assets only;
 - d) operational requirements only.
6. Get approval of the Board prior to entering into long-term borrowing or long-term lease arrangements.
7. Get approval of the Board prior to making commitments for expenditures of a capital nature that exceed \$5,000.
8. Disallow any individual to have complete authority over a financial transaction.

9. Maintain the fiscal integrity of CPF with respect to employment, compensation and benefits for employees and contract workers and other paid personnel.

Accordingly, the Executive Director shall not:

1. Change his/her own compensation and benefits without prior approval of the board of directors.
2. Establish compensation and benefits that deviate materially from the current geographical or professional market for the skills employed.
3. Establish compensation and benefits or cause to increase the number of employees, contract or other paid personnel without prior approval of the Board.
4. Establish or change staff compensation and benefits in a manner that would provide less than the basic level of benefits prescribed by the ONTARIO Labour Code.

POLICY TYPE: EXECUTIVE LIMITATIONS POLICY NO: E.L. 5 POLICY TITLE: Communication & Support to the Board
Date of Adoption: <u>May 8, 2015</u> Board Meeting

Date of Adoption: May 8, 2015 Board Meeting

With respect to providing communication and support to the Board, the Executive Director shall not permit the Board to be uninformed or misinformed. To do so may be deemed as grounds for immediate termination of the Executive Director's contract.

Accordingly, the Executive Director shall:

1. Submit monitoring data required by the Board in an agreed-upon fashion and in the agreed upon time lines.
2. Make the Board aware of relevant trends, significant legal issues, anticipated adverse media coverage or significant external and internal changes, particularly changes in the assumptions upon which any previous Board policy has been established.
3. Advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Executive Director Relationship, particularly in the case of Board action that is detrimental to the organization.
4. Deal with the Board as a whole except when:
 - a) fulfilling individual requests for information;
 - b) responding to officers or committees duly charged by the Board; or
 - c) briefing and advising senior officers between meetings of the Board on matters that fall within the normal functions of the organizations.
5. Report in a timely manner any actual or anticipated non-compliance with any policy of the Board.
6. Supply for the consent agenda all items delegated to the Executive Director, including all items required by law or contract to be board-approved, along with the monitoring assurance pertaining thereto.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY NO: E.L. 6

POLICY TITLE: Corporate Partnerships

Date of Adoption: May 8, 2015 Board Meeting

To assist Canadian Parents for French (Ontario) in furthering its aims, it will seek to develop on-going partnerships with organizations and corporations having similar goals and/or are supporters of French Second Language (FSL) learning in keeping with our Mission Statement.

The Executive Director is responsible for seeking out and maintaining such partnerships. The Board must approve partnerships. Partnerships formed must be in writing and signed by the President.

POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY NO: E.L. 7
POLICY TITLE: Violence and Harassment

Date of Adoption: November 28, 2015 Board Meeting

Canadian Parents for French furthers bilingualism by promoting and creating opportunities for youth to learn and use French. In accordance with the Ontario Human Rights Code, Canadian Parents for French (Ontario) does not condone and will not tolerate acts of harassment or discrimination by any employee, volunteer or member of the general public acting on its behalf or participating in any activity sponsored by the corporation.

Harassment

Harassment comprises any unwelcome or objectionable, physical, visual or verbal conduct, comment or display, whether intended or unintended, that is insulting, humiliating or degrading to another person, or creates an intimidating, hostile or offensive environment and/or is on the basis of race, ethnicity, language, financial ability, religion, gender or sexual orientation, disability or age, or any other kind of discrimination which is prohibited by provincial legislation. Generally harassment is considered to have taken place if the person knows, or should reasonably know, that the behaviour is unwelcome. Harassment is often defined as “engaging in a course of vexatious comments or conduct that is known or ought to reasonably to be known to be unwelcome”. Harassment can usually be distinguished from normal, mutually acceptable socializing. What one person finds unwelcome, others may not; therefore it is important to remember that it is the **perception** of the receiver of the potential offensive message which may be deemed objectionable or unwelcome that determines whether something is acceptable or not.

Sexual Harassment is any unsolicited, unwelcome, disrespectful or offensive behaviour with an underlying sexual connotation and can be typified as:

- An implied or expressed threat of reprisal for refusal to comply with a sexually oriented request
- Unwelcome remarks, jokes, innuendoes, propositions, or taunting about a person’s body, attire, gender or sexual orientation, and/or religion
- Suggestive or offensive remarks
- Bragging about sexual prowess
- Offensive jokes or comments of a sexual nature about a person
- Unwelcome language related to gender or sexual orientation
- Displaying pornographic or sexist pictures or materials
- Leering or ogling (suggestive persistent staring)
- Physical contact such as touching, patting, or pinching with an underlying sexual connotation
- Conduct or comments intended to create, or having the effect of, creating an intimidating hostile or offensive environment
- Sexual assault or rape (these are criminal offences).

Racial/Ethnic Harassment is any conduct or comment which causes humiliation to a person because of their racial or ethnic background, their colour, place of birth, citizenship or ancestry; and can be typified as:

- Unwelcome remarks, jokes or innuendoes about a person's racial or ethnic origin, colour, place of birth, citizenship or ancestry
- Displaying racial or derogatory pictures or other offensive material
- Insulting gestures or practical jokes based on racial or ethnic grounds which create awkwardness or embarrassment
- Refusing to speak to or to work with someone or treating someone differently because of their ethnic or racial background.

Bullying/Abuse of Power is an offensive, cruel, intimidating, insulting or humiliating behaviour which includes physical violence or the threat of physical violence. It can be physical or verbal, direct or indirect such as gossip. Abuse of power happens when one person abuses or misuses his/her power and discretion for personal benefit or in benefit of another individual. This includes any situation involving a minor, situations that involve a reporting relationship, or any situation that includes an accusation from a person against an employee or volunteer who is providing a service to that person. Managing and/or coaching that includes counselling, performance appraisal, work assignment, and the implementation of disciplinary actions is NOT a form of harassment or bullying, and this policy does not restrict a Manager's responsibilities in these areas.

Complaints:

A person who believes they have been harassed (the complainant) should:

- if comfortable to do so, inform the alleged harasser that the behaviour is offensive, unwelcome, against the Corporation's policy and should stop
- make note of the date, time and location of the incident/s
- if not comfortable to confront the alleged harasser or if unwelcome behaviour continues, report the incident/s to the applicable authority. This would be the supervisor in the event of a workplace incident (unless that individual is the alleged offender; in which case it should be reported to the President of the Branch), the Executive Director and/or Branch President if the incident/s occur at a public event.

Complaints Process:

When a complaint is received (whether oral or written), Canadian Parents for French (Ontario) will complete a thorough investigation by:

- obtaining and recording a full, step-by-step account of the incident/s including the name of the person or persons involved and the name of any person or persons who may have witnessed the incident/s
- ensuring that the corporation's process for handling the complaint is understood
- determining the complainant's preferred outcome i.e. an apology, the behaviour to cease, a change in working arrangement, disciplinary action
- agreeing on the next step whether to conduct an informal or formal investigation
- keeping a confidential record of all details of this discussion and subsequent steps in the process

Making a false complaint or providing false information about a complaint is prohibited and a violation of this policy. Individuals who violate this policy are subject to disciplinary action up to and including termination of employment or membership.

Informal Resolution:

If an informal resolution has been chosen, the person who received the complaint will:

- inform the alleged harasser of the complaint and provide an opportunity to respond
- ensure both parties understand their rights and responsibilities under the corporation's policy
- if possible, mediate an outcome that is satisfactory to the complainant
- ensure that confidentiality is maintained
- follow up to ensure that behaviour does not re-occur

Formal Resolution:

If a formal investigation has been requested, or if an informal resolution has failed, the person who received the complaint will:

- interview separately all directly concerned
- interview witnesses separately
- keep records of the interviews and investigation
- ensure confidentiality and minimize disclosure
- make a determination as to whether there is sufficient evidence that a reasonable person could conclude the balance of probabilities (i.e. it's more likely than not) that an incident/s of harassment as defined by the legislation has occurred
- in such a case, determine appropriate action, which may include a change of duties or working arrangements for the harasser or, where the incidents were frequent and/or severe, dismissal This could mean the resignation or a withdrawal of membership of a volunteer. Other actions may include a verbal or written apology, a letter of reprimand or suspension, a referral to counselling and/or sensitivity training.
- Where it is not determined by the required test, that the incident/s of harassment as defined by the legislation has occurred, may still take action to ensure the proper functioning of the workplace and these actions should not prejudice either party. The situation should continue to be monitored and training provided as necessary.
- Any interference with the conduct of an investigation, or retaliation against a complainant, respondent or witness may lead to disciplinary action.
- Ensure that the action taken meets the needs of the complainant and the corporation
- Where the conduct involves, or may involve, criminal activity, the corporation reserves the right to invoke criminal charges.

POLICY TYPE: BOARD-EXECUTIVE DIRECTOR LINKAGE
POLICY NO: LINK 1
POLICY TITLE: Unity of Control

Date of Adoption: August 17, 2002

Board Secretary's affirmation of official Board Action adopting this policy: Tanya Gouthro-Taylor

Only decisions of the Board acting as a body or the decisions of Board appointed committees are binding on the Executive Director.

Accordingly:

1. Decisions or instructions of individual Board members or officers are not binding on the Executive Director except in what is considered normal duties of a Board member and as a CPF member or in instances when the Board has specifically authorized such exercise of authority.
2. In the case of Board members requesting information or assistance without Board authorization, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time or funds.

The Executive Director shall request that the member gain approval from the Board as a whole for requested information or assistance.

<p>POLICY TYPE: BOARD-EXECUTIVE DIRECTOR LINKAGE POLICY NO: LINK 2 POLICY TITLE: Accountability of the Executive Director</p>
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<p>Date of Adoption: <u>May 8, 2015</u> Board Meeting</p>

The Executive Director is the Board's primary link to operational achievement and conduct so that authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Executive Director.

Accordingly:

1. The Board may give instructions to persons who report directly or indirectly to the Executive Director as long as this is being done through the Executive Director and/or with the Executive Director's knowledge.
2. The Board will be involved in the hiring and evaluation of all paid personnel in a limited capacity as outlined in the bylaws.
3. The Board shall review the performance of the Executive Director based on the implementation and completion of board stated ends including: fiscal and human resources management all executed within the confines of the policy document.

POLICY TYPE: BOARD-EXECUTIVE DIRECTOR LINKAGE

POLICY NO: LINK 3

POLICY TITLE: Delegation to the Executive Director

Date of Adoption: May 8, 2015 Board Meeting

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

Accordingly:

1. The Board shall develop policies instructing the Executive Director to achieve certain results, for certain recipients, at a specified cost. These policies will be developed and will be called *Ends* policies.
2. The Board shall develop policies that limit the latitude the Executive Director may exercise in choosing the organizational means. These policies will be developed and they will be called *Executive Limitations* policies.
3. Providing that the policies and limitations of this document are being observed, the Executive Director has authorization to develop and implement further operational policies.
4. As long as any particular Policy is in place, and the Executive Director is acting in accordance with the policy, the Board will respect and support the Executive Director's choices.

POLICY TYPE: BOARD-EXECUTIVE DIRECTOR LINKAGE

POLICY NO: LINK 4

POLICY TITLE: Monitoring Executive Director Performance

Date of Adoption: May 8, 2015 Board Meeting

Systematic and rigorous monitoring of Executive Director job performance in accordance with his or her employment contract will be solely against the expected Executive Director job outputs, management of the organization including financial as well as administrative:

- a) organizational accomplishments of Governance Policies;
- b) organizational accomplishment of Board policies on Ends;
- c) organizational accomplishments within the boundaries established in Board policies on Management of Administrative Structure, Personnel and Financial management; and
- d) organizational operation within the boundaries established in Board policies on Executive Limitations.

Accordingly:

1. Evaluation is simply to determine the degree to which Board policies are being met, the organization's finances have been managed, the internal administrative structure has been effectively utilized to meet the needs of the organization's members and the goals outlined in the Board-approved budget are being accomplished.
2. The Board shall acquire monitoring data by any of these methods:
 - a) by internal report, in which the Executive Director discloses compliance information to the Board;
 - b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies; and
 - c) by direct Board inspection, in which not less than three (3) Board members, assesses compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be any reasonable Executive Director interpretation of approved policies being monitored.
4. All policies that instruct the Executive Director will be evaluated at a frequency and by a method chosen by the Board. The Board can evaluate any policy and the Executive Director's compliance at any time by any method.

POLICY TYPE: EXECUTIVE DIRECTORS REPORTING POLICY AND PROCEDURE POLICY NO: ED REPORTING 1 POLICY TITLE: General Reporting
Date of Adoption: <u>May 8, 2015</u> Board Meeting

In keeping with both the *BOARD-EXECUTIVE DIRECTOR LINKAGE* policies and the *EXECUTIVE LIMITATIONS* policies and as stated in Executive Director's Contract, any failure to report to the Board matters pertaining to the financial health of the organization shall be deemed as grounds for immediate termination of the Executive Director.

Systematic and accurate reporting of all matters pertaining to the financial and administrative performance and structure in accordance with *all* CPF (Ontario) Policies, in particular the *BOARD-EXECUTIVE DIRECTOR LINKAGE POLICY NO: LINK 4*, all *EXECUTIVE LIMITATIONS* policies and *GOVERNANCE, POLICY NO: GOV 5, POLICY TITLE: Expenses Policy*, shall be communicated to the Board in the following manner and time frames:

President:

The President is the primary link between the Executive Director and the Board as a whole.

Accordingly, the Executive Director shall:

1. Keep in communication with the President on regular basis (to be determined by the President in consultation with the Board as a whole);
2. Ensure that all communications to and from Heritage Canada and all other partners is cc'd to the President;
3. Provide a regular oral or written report of activities undertaken by the Executive Director as specified by the President;
4. Provide a written report of all activities undertaken by staff and all FSL concerns and issues reported to the organization through its Chapters and other partners at each scheduled meeting of the Board including the Executive Director to the President to be presented to the Board as a whole;
5. Provide a monthly reporting of all volunteer activities;
6. Provide a monthly reporting of all FSL concerns and issues reported to the organization through its Chapters and other partners; and
7. Provide access to reports of staff meetings to the President upon request.