

Services to Seniors Board of Directors Toolkit

An Introduction to Not for Profit Boards,
Governance and Policies

Board Policy Manual Table of Contents

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Section 1: Introduction and History

Introduction

The purpose of this document is to provide Support Services to Seniors funded agencies boards and staff information on not-for-profit boards, governance and policy development. This document is not an exhaustive list of all information available, but is an overview of suggested areas compiled. This document merges several previously published documents, including the WRHA Support Services to Seniors Board Governance Orientation Toolkit (2012), the WRHA Board Policy Manual (no date) and various Volunteer Manitoba's Board Governance documents.

Support Services to Seniors History

In 1984/85, Manitoba Health introduced the Support Services to Seniors program which includes Community Resource Councils/Senior Resource Finders, Tenant Resource Programs, Congregate Meal Programs, Senior Centres and other senior serving agencies. The role of these services was and continues to be to assist communities in the development of programs that support seniors in maintaining their independence and quality of life in the community. The focus also includes health promotion activities aimed at preventing and postponing illness and disabilities, which later require more invasive intervention. The Services to Seniors Program is considered to be a core service and an integral component of the continuum of health. The Manitoba Health document titled "Core Health Services in Manitoba" states that:

"The Services to Seniors program assists communities in creating and developing resources that will maintain and/or enhance the physical, psychological and social well-being of older Persons in order to support their ability to remain independent. Examples include increasing the range of opportunity for personal development in retirement, promoting wellness-oriented lifestyles and supporting independent living by older adults in their own homes" (Manitoba Health 1997, p.15).

The uniqueness of Support Services to Seniors emphasizes a total concern for older persons. In an atmosphere of wellness, Support Services to Seniors develops, strengthens and encourages independence. Programs work *with* older persons, not *for* them, and enable and facilitate participant decision-making and actions. In ensuring participant engagement, Support Services to Seniors creates and supports a sense of community which further enables older persons to continue their involvement with, and contribution to, the larger community.

Support Services to Seniors programs are community-developed, community-run services. Communities recognizing the strengths and weakness of their existing support systems are encouraged to identify one or many programs necessary to facilitate and/or augment the independent functioning of seniors in their own community. Specific

services vary from community to community, in type and in scope. Services are not personal care services.

The Support Services to Seniors Programs are designed for those 55 years and older whom, without supports, are likely to suffer loss of independence, loss of choice and may prematurely need home care and personal care services.

Support Services to Seniors Program Mission and Program Goals

The mission of Support Services to Seniors is to promote a range of coordinated, accessible and affordable, community-based services that focus on promoting health and well-being for seniors to live independently in the community.

The program goals are:

- Reducing barriers to improve and /or maintain health status
- Fostering social and physical environments that support health and independence
- Promoting optimal well-being through lifelong learning
- Increasing health promotion, prevent and/or postpone disabilities, distress, discomfort and preventable injury (e.g. falls)
- Increasing capacity of seniors to have meaningful control over their health and well-being.

There are three parts to Support Services to Seniors: Community Resource Councils/Senior Resource Finder, Tenant Resource Councils and Congregate Meal Programs.

COMMUNITY RESOURCE COUNCILS (CRC)/SENIOR RESOURCE FINDERS (SRF)

A Community Resource Council or Senior Resource Finder is aimed at supporting seniors in their efforts at maintaining community living status. They identify existing resources, develop new services for seniors and act as a focal point for access of information and referral. A Community Resource Council or Senior Resource Finders provides services in the community by mobilizing volunteers and fee for service providers to help seniors maintain independence in the community.

The type of services range from community to community. Mandated services include; information, referral, completing forms, transportation, escort, shopping, errands, friendly visiting, tele-check, companions, electronic surveillance, meals and home maintenance which includes, general housekeeping, heavy cleaning, yard work, snow removal and home repair.

Note: Community Resource Councils are used in rural area and Senior Resource Finder is used in Winnipeg.

TENANT RESOURCE COUNCIL (TRC):

In cases where an Elderly Persons Housing (EPH) or 55+ housing blocks serves as the “community”, a Tenant Resource Coordinator would perform similar functions as a Community Resource Council/Senior Resource Finder but is only for the residents in the building.

CONGREGATE MEAL PROGRAM (CMP)

The Congregate Meal Program is a community-based meal service that is intended to increase opportunities for nutritional and social support among older adults. They bring seniors together to participate in a well-balanced, nutritious meal. Meals may be taken out to homebound seniors on a temporary basis and may prepare “heat and serve” meals which can be purchased for days that meals are not available.

Congregate Meals Programs employ a Cook Coordinator who prepares menus, shops, prepares the meals and coordinates the necessary volunteers to serve meals, maintains the kitchen/dining area and assists with delivery of meals.

For a Congregate Meal Program, it must be offered at an EPH or in the community at large; be available to older adults and persons with a disability; must provide a full course nutritious meal in a congregate dining setting; lunch or supper meals are generally provided 3 or 5 days per week and user fees covers the cost of food and supplies.

See Appendix 1 for a listing of core CRC/SRF, TRC and CMP activities.

SENIOR CENTRES

A Senior Centre offers seniors more services than a Drop In Centre in that it provides not only social and recreational activities, but it offers information, referral, counselling, interpersonal education and cultural activities, outreach, promotes healthy lifestyles and provides leadership and volunteer opportunities.

Section 2: Not for Profit Boards

For Profit (Corporate) Board Compared to Not For Profit Boards

There are more similarities between for profit and not for profit Boards than there are differences. Both types of organizations are required to have Boards because both types are corporations, thereby having similar fiduciary responsibilities among members. Members of both types of Boards must attend to the many activities involved in Board operations and governance. Both types of organizations must conform to rules and regulations for operations of corporations within their provinces and country, including for employment laws and tax filings. Thus, many of the topics reviewed here are relevant to both types of organizations.

However, there are differences. For profit Board members are often paid, whereas not for profit Board members usually are not. For profit Board members uniquely attend to decisions about dispersing profits to owners (to stockholders), for example, in the form of stock equity and dividends, whereas not for profit Board members do not seek to maximize and disperse profits to the owners – the owners of not for profits are members of the public. Not for profit Board members must often participate in robust fundraising by soliciting funds from individuals, foundations, corporations, and government entities. Not for profit corporations often enjoy certain tax advantages, including tax exemption (being able to avoid payment of certain taxes and charitability (so donors can deduct donations from their taxes). To retain that charitable tax status, Board and staff members of not for profits must refrain from exceeding certain limits of lobbying and self-dealing.

What is a Board of Directors

A Board of Directors is a formal, policy setting group formed to meet the needs, goals and objectives of an organization. Each member of the board assumes liability and responsibility for the organization. The Board is also responsible for upholding the constitution and by-laws of the organization, deciding the aims and objectives of the group and designating responsibility to members.

Purpose of Board of Directors

A Board of Directors is responsible for the organization's highest level of decisionmaking, providing leadership and strategic direction to the organization based on its mission statement and has legal authority. The governing Board of Directors is accountable for and has authority to oversee the affairs of the organization.

The Board of Directors ensures effective organizational planning and sees that the organization resources are effectively managed. Boards should also assess its own performance.

Boards can vary in size and composition. All incorporated organizations must have a Board of Directors.

Section 3: Values, Vision, Mission and Goals

Values

Research indicates that most successful organizations have a core set of values that guide the actions and decisions of the organization. Successful organizations also have a clear picture of their preferred future.

For many organizations, the development of values and vision is a good starting point. Most organizations in the non-profit sector have values, but these values are rarely articulated or recorded.

Definition of Values:

Values are the fundamental principles and beliefs that form the foundation of the organization. These principles guide the organization's behaviors, services and programs. Values are not formed on impulse or by thoughtless action or the blind adoption of the values of others. Values are formed by a process that involves one's feelings, thoughts, desires, actions and spiritual needs.

Importance of Values:

In effective organizations, a few key values are clearly understood, shared and accepted at all levels of the organization. These values provide:

- The essence of the organization's message to its people and the general public
- An organizational environment of common purpose and shared trust
- Guidelines for acceptable or unacceptable behavior, as well as mechanisms within the organization to control behaviors which are unacceptable and inappropriate
- The motivation to develop a vision of the organization's future

SAMPLE Value Statement**We believe in...**

- **The respect for people**
- **Serving the needs of clients and community**
- **High quality programs and services**
- **Exemplifying the qualities of integrity, trust and competence**
- **Enhancing optimal quality of life for older adults**

Approved Date: _____

Vision Definition of Vision

In order for an organization to make basic decisions about its direction, goals and activities, it must have some sense of its desired future state. This is called a vision, which describes an attractive future for the organization. The vision describes an organization which is better than the organization that exists now.

Values and Vision

There is a direct connection between values and vision. An organization's vision is shaped by values, and values come alive through a vision. An organization's vision of its future will be clear and focused when that vision has been shaped by values.

Importance of Vision

An organization's vision establishes its future expectations. It describes what the organization strives to be; it motivates volunteers and employees; and it releases the energy of the organization. The vision provides a point of reference to measure progress and evaluate programs and services as they contribute to reaching the vision.

An organization operating without a vision wastes resources, develops conflicting priorities and frequently wanders off track. That organization is not likely to grow beyond its present state, regardless of its potential.

Four basic questions to ask yourself in developing a vision statement:

- What image does the organization have of its future state?
- What will distinguish the organization from similar organizations?
- How do the organization's values relate to its vision?
- What results (benefits) can the members or clients of the organization expect?

The vision statement must be kept in the forefront of the organization's activities at all times. No major decision should be made, no plan developed, no program designed or evaluated without reference to the organization's vision.

SAMPLE Vision Statement

We envision a supportive community environment where all seniors who are able achieve independent living status.

Approved Date: _____

Mission ~ Who We Are

An organization must know who it is. It must have a clear sense of its reason for being. Equally important, the organization must be able to articulate this to the outside community.

'Who We Are' can also be called the mission statement. It is a precise and agreed upon statement of the organization's purpose. It is critical that everyone within the organization agrees with the statement.

A clear mission statement should be shared with all new Board members, staff, volunteers, members and granting bodies. It is the cornerstone on which all other planning is based and should identify what difference the agency will make by its existence. A mission statement should not list specific activities, set deadlines or state the quantity of service that will be provided.

If possible, a mission statement should be one sentence, which is usually understood so that board members are able to use it as a basis to evaluate whether plans, policies and programs are in consistent with the purpose of the agency.

A mission statement should be able to answer three questions:

- What is the purpose of the organization?
- For whom is the organization in business? Who does it serve?
- How does the organization fulfil its function?

A mission statement should be reviewed regularly to be sure it is still appropriate for the organization and the changing environment.

Checklist for Mission Statement

- Does the mission statement begin with a verb? □ Is it clear and simple?
- Does it describe “what”, “for whom”, and “how”? □ Is it realistic?
- Does it describe the uniqueness of the organization?
- Does it embrace all members of the organization?
- Does it provide options for growth and development?
- Is it a single sentence?

SAMPLE Mission Statement

To ensure support services are available and accessible to seniors, which will assist them in maintaining their community independent living status.

Approved Date: _____

Statements of Goals and Objectives

The Mission statement provides the basis for the development of our organizations goals and objectives.

Goals are a broad vision that begins to identify what your organization needs and wants to accomplish.

Objectives flow from goals and identify how your organization will fulfil these needs by identifying specific activities. Objectives provide the base for budget building.

All goals and objectives need to be reviewed regularly and revised when necessary as part of the planning process. Goals and objectives are the framework for specific plans for actions and enable organizations to design services and programs.

SAMPLE Goals

- To increase quality of life for those who live independently
- To compliment services provided by formal health care system
- Help fill gaps in service that families cannot fully meet and that are not adequately provided for by the Public Sector
- To help delay entry into Long Term Care facilities
- To increase in numbers of seniors remaining in their home community
- To increase use of existing services

SAMPLE Objectives

- Identify and coordinate existing services available in the community
- Identify gaps in support services and resources and implement programs to fill these gaps
- Meet the support needs of older persons in the community
- Educate the community on available programs and services and how to access
- Maintain a system of records to show the nature and extent of the services being provided.

Approved Date: _____

Section 4: Governance, Constitution and By-Laws

The Board of Directors receives its authority through the Articles of Incorporation and/or Constitution. The documents state the name of the organization, the mission, place of business, officers and directors, etc. Articles, charters, constitutions and by-laws are the ongoing rules the board must follow (McNamara, 2003). Boards also set the policies.

See Appendix 2 for sample constitutions for CMP and CRC/SRF.

Non-profit board requires a set of rules and regulations - or bylaws - that govern its internal operations. By-laws indicate the Board's overall specifications of how the Board and organization will operate, governing day to day operations. By-laws can be

changed, revised and adapted to meet the needs and objectives of the organization. When disagreements arise on your board regarding the ways it conducts its internal affairs, the bylaws should provide the solution.

Each non-profit has unique needs and circumstances and therefore has a distinctive set of bylaws. However, the subjects that comprise bylaws tend to be similar from one organization to the next. In fact, the provincial legislation governing the incorporation of societies or non-profit associations typically requires certain topics to be covered in all non-profits' bylaws. The ways in which these subjects are dealt with will differ in each organization though, depending upon its needs.

Here are the subjects that are commonly addressed in a non-profit organization's bylaws.

Quorum: The minimum number of voting members required to be present at a board meeting in order to legally conduct business. No major decisions can be made without quorum.

Membership Requirements: Guidelines outlining who can be a member, procedures for selecting new members and membership responsibilities.

Selection of Board Members: Board members can be selected by:

- Nominating Committee: Generally comprised of the most experienced members and the Board Chair or Past Chair to recommend who should be elected
- General Membership: Nominates new members, usually taking place at the Annual General Meeting (AGM)
- Appointment: The board selects members to serve on appointed boards or committees

Board Member Regulations: The length of term a Director will serve on a board and board attendance requirements. Length of term varies as some organizations elect a new board every year, while others opt for longer terms. Some boards also stagger terms with only a portion of the positions renewed each year. This creates continuance, preventing a large change over and the loss of expertise. There may be no time limit set for how many terms a director can remain on the board. Board attendance policies are also set, limiting the amount of absences.

Other by-laws include:

- Meetings of the Membership
- Officers
- Committees
- Administrative and Financial Matters
- Dissolution
- Amendments

As a board member, it is important to be familiar with the bylaws because they outline the fundamental, enduring rules that guide the way the organization and board conduct business.

Mentoring Canada 2012

http://www.mentoringcanada.ca/training/Boards/modules/4_committees.htm

Section 5: Duties, Responsibilities and Position Descriptions

Duties

Brenda Hanlon suggests the following duties (as slightly modified by Carter McNamara, 2003) are:

- To provide continuity for the organization by setting up a corporation and legal existence and representing the organization's point of view and establishing advocacy.
- To select and appoint an Executive Director (Coordinator) to whom responsibility for administration for the organization is delegated
 - o Review and evaluate his/her performance regularly on the basis of a specific job description including the Executive Director's (Coordinator's) relation with the board and leadership in the organization, in program planning and implementation and in management of the organizations and its personnel.
 - o Offer administrative guidance and determine to retain or dismiss the Executive Director (Coordinator).
- To govern the organization by broad policies and objectives.
- To acquire sufficient resources for the organization's to finance delivery of service.
- To account to the public for the organization's services and expenditures.

Responsibilities

The responsibilities of the Board of Directors are:

- To establish and understand the organization's mission, purpose and direction
- To select the executive
- To support the executive and review performance
- To ensure effective organizational operations including that the organization's legal affairs are in order and knowing the board's legal obligations
- To ensure there are adequate human and financial resources for the work of the organization
- To determine and monitor the organization's programs and services
- To keep board discussion confidential
- To ensure effective community relations by being aware of the issues and trends in the community

- To assess its own performance

Type of Board

A governing Board of an independently incorporated organization is elected by the membership. The Board is the body responsible for the organization's highest level of decision-making and legal authority. By law, the governing Board is accountable for, and has authority over, the affairs of the organization. The Board is made up of individual Board members acting together as a whole.

Governing Boards are responsible for:

- **PURPOSE** - determining what community need(s) the organization wishes to address and how they will fulfill it.
- **PROGRESS** - setting the rate at which the organization takes on activities, programs and services to fulfill its purpose.
- **CONTINUITY** - making sure that there are enough financial and human resources in place to guarantee the existence of the organization.
- **IDENTITY** - clarify to the community the organization's values, beliefs, and services.

Two Types of Boards

1. **Policy Governing Board** – governs the organization by making policy. This policy determines the long-term direction of the organization. The Board hires a senior staff person, such as an Executive Director or Community Resource/Senior Resource Coordinator, to implement the Board's policies and to manage the day-to-day business of the organization. The Executive Director or Community Resource/Senior Resource Coordinator is accountable to the Board. Front-line staff and service volunteers implement programs and services.
2. **Administrative Governing Board** – also governs through policy making. However, it may implement some of the policies and plans itself. The Board may assign its Executive Committee to implement policies and plans itself. The Board may assign its Executive Committee to implement policies and manage the organization. The Executive Committee carries out the roles, responsibilities and functions of an Executive Director. The Executive Committee is accountable to the Board as a whole. An administrative governing Board has no paid senior staff to manage the organization. However, it may have other paid staff, such as coordinators, cashiers, bookkeepers or daycare workers, to implement programs and services.

The Board job descriptions must reflect the type of Board your organization has.

Board Position Descriptions

Board officers have additional responsibilities to make sure that the Board's work is completed. Remember that **no Board member has more authority than another**, even if they hold different positions. The organization's bylaws contain a brief description of officer positions. A more detailed job description is necessary to clearly explain these important jobs.

A position description:

- Assists Board members with knowing what is expected from them.
- Makes tasks more manageable (clearly defined and evenly distributed tasks reduce volunteer burnout).
- Shows Board volunteers how they fit into the organization (Board member feels more involved and committed).
- Gives a clear idea of the organization's expectations, such as time commitments and financial requirements.
- Allows for Board volunteer's suggestions for the job requirements. Together, the organization and board volunteer can evaluate performance and recognize achievement.
- Makes Board recruitment easier (prospective Board members are more likely to serve on a Board if their role is clearly defined)

Code of Conduct

A position description cannot detail everything expected of Board members. A Board member's commitment includes proper use of authority and appropriate group and individual behaviour when acting on behalf of the organization. Thus codes of conduct are adopted to cover these important issues.

See Appendix 3 for a sample code of conduct.

The key responsibility and duties for each position are:

The **Board Chair/President** is the chief officer of the organization. The Chair presides at and calls all meetings of the Board of Directors and executive committee, is responsible for the overall direction of the board, and is an ex officio member of the committees of the board

The **Vice Chair/President** is the person who performs the chair/president's duties if the chair is unable to do them.

The **Secretary** keeps the minutes and records, prepares and sends the notices of meetings and the minutes of all meetings, keeps the correspondence, contracts and other records, and files the annual return.

The **Treasurer** keeps the finances of the society. The treasurer prepares the financial statements, supervises spending monies, including signing authority, works with the auditors, and presents financial statements to the Board of Directors meetings including the annual general meeting. In a large organization, there may be a paid employee to do most of the work. This may be the administrator or bookkeeper. If this is the case, the treasurer may have only a supervisor role.

The **Past Chair/President** supports the current chair of the board, chairs the nominating committee to recruit new board members and assists with board training.

See Appendix 4 for sample board positions descriptions.

Section 6: Committees

The Importance of Committees

Committees have several advantages which include:

- Allowing for a reasonable distribution of the workload
- Ease of convening smaller groups
- Allowing for more individual participation
- Giving people with special skills and interests an opportunity to work on a committee that requires their ideas and knowledge
- Providing a “training ground” for potential board members

A well-developed committee structure is often the key to organizational effectiveness. Highly knowledgeable individuals working on committees can broaden the reliability of board decisions. When individuals pool their knowledge and discuss different viewpoints, better ideas often emerge.

Committees also involve more people in the process which can speed up board acceptance and implementation of a committee’s recommendations. Further, people tend to support those decisions that they have been involved in making.

Main Types of Committees

Standing Committees – Functions on a permanent basis to oversee ongoing responsibilities such as finances, nomination, administration, community relations, etc. Standing Committees are usually named in the by-laws and handle the regular work of the organization. They work year round and attend to continuing situations. Their terms of reference may also be defined in the by-laws. Standing committees are expected to meet and report to the Board regularly. It is important to note that if standing committees are included in the organization by-laws, they must exist unless the membership amends the by-laws.

Standing committees may include:

The *executive committee* oversees the operation of the Boards, acts on behalf of the board on activities and matters between Board meetings and later presented at board meetings. The Board Chair resides over this committee.

The *finance committee* oversees the development of the budget, ensures monitoring and accountability for funds, recommends financial policies to the Board and ensures adequate financial controls. The Treasurer leads this committee.

The *nominating committee* identifies and suggests potential board members.

The *fundraising committee* oversees the development of fundraising plan.

The *personnel committee* guides, reviews and authorizes the overall policies for paid staff and volunteers. This committee may be responsible for interviewing the Executive Director (Coordinator) and coordinating his/her evaluation. Final decisions about hiring and evaluating the Executive Director (Coordinator) rest with the board. This committee also may act as mediator for personnel problems.

The *program committee* guides the development of services delivery and evaluation of the services, link between board and staff on program activities.

The *public relations committee* represents the organization to the community and enhances the organization's image.

Ad Hoc or Special Committees – May be referred to as “steering committees” or “task forces.” They are created to handle a specific situation or issue or accomplish a goal that does not fall within the function of an existing standing committee. The committee then ceases to exist when the job is completed. The board will determine the ad hoc committee, which may include a campaign (plan and coordinate a fundraising event, design a brochure, purchase a building, etc.).

An ad hoc committee is created by a motion passed by the board which should include terms of reference, time lines by which the task should be completed and when the committee will be terminated. The work of a special committee may carry on so that the committee becomes a regular or standing committee. The by-laws may have to be amended to reflect this.

Advisory Committee – Are often composed largely of people from outside the organization, to provide guidance and expertise regarding a particular issue, program or area. For example, an organization that operates a "satellite" program in a neighboring community will often have an advisory committee based in that community to help guide the satellite program.

Committee Descriptions/ Terms of Reference

Committees may be used for a number of functions. The committees' roles and objectives are more likely to be fulfilled if they are made explicit. Having written Terms of Reference (TOR), or guidelines, provide staff and Board members with a clear understanding of what they and others are expected to do and will help avoid future misunderstandings of the purpose and authority of the committee. Having developed TOR aids in the recruitment of committee members by analyzing task requirements, making it easy to identify needed skills and will help anticipate training needs.

Not for profit organizations are sometimes reluctant to create and empower committees because of fear of losing power. Staff may also voice concern that committees may result in the undermining of their advisory and management roles. It is important that a committee only has the power to make recommendations. It is the Board, which approves and directs actions to be taken.

Committee TOR are approved by the Board of Directors. They should be developed to outline the area of responsibility and should include:

- An outline of the area in which the committee works
- What the committee intends to oversee or accomplish
- Appointments of the committee including when, who, and by whom they are made
- Types of individuals who serve on the committee
- Responsibilities or tasks of the committee
- Outlined budget

See Appendix 5 for TOR template and examples.

Developing Board Committees

When developing a board committee chose other people in addition to board members, unless the committee is of a confidential nature. The chair of the committee should be a member of the board but staff, clients, general membership, professionals and local citizens can provide valuable input into decision-making and the carrying out of programs. This creates a feeling of teamwork and allows individuals to make personal contributions and grow within the organization.

It is critical that each committee have individuals who have skills and knowledge relevant to the work of the committee.

In addition to appropriate skills and knowledge, chose members who:

- Have interest in the activity of the committee
- Are committed to furthering the purpose of the agency
- Represent different segments of the agency
- Will work well together and are able to manage conflict
- Will provide good leadership

- Will communicate between board and committee

Section 7: Structure of Board of Directors

Elections

The bylaws explain how to elect the directors and executive members.

Terms of Office

Directors usually serve for one, two or three year terms. If the terms are longer than one year, it is recommended to stagger the terms of office. Terms of the director overlap so that a portion of the board comes up for election each year. The bylaws should address the vacation of office, removal of directors and any remuneration of Board of Directors.

Meetings of Board of Directors

The frequency of the board meetings depends on the size of the board, the needs of the organization, and the governing structure of the agency. The bylaws state the rules for the meetings and this includes who calls them, how to vote, and what are the quorum requirements.

Quorum

A quorum is the number of board members of the organization who must be present in order to legally transact business.

Annual General Meeting (AGM)

The Board of Directors usually calls the Annual General Meeting and chooses its date, time and place. The executive or chair of the board may also make this decision. The bylaws indicate when the AGM is held. This is usually after the end of the fiscal year of the organization. The AGM allows the Board to review annual reports, especially the financial statements. The financial statements should be available at the AGM.

Section 8: Legal Responsibilities

The Board of Directors of an incorporated not for profit organization is legally responsible for the actions of the organizations, including the actions of its employees and volunteers. The organization may be liable (subject to penalty) if something goes wrong. The board members themselves may be liable if it can be shown that the board itself was negligent. The board must therefore demonstrate due diligence with respect to the following four areas of responsibility.

Fiscal Responsibility

The board must ensure that the organization operates in a financially responsible manner, this includes:

- Developing a financial budget and monitoring financial performance relative to that budget

- Avoiding a deficit
- Ensuring the collection and remittance of require payroll deductions (income tax, EI and CPP)
- Ensuring that none of the resources of the organization is used for the personal gain of officers and directors
- Maintaining financial records

Statutory Responsibility

The organization is required to obey all laws relating to individuals and employers. Boards themselves and the organization's executive director should be familiar with labor standards, human rights and occupational health and safety legislation. Laws also come into play in terms of fundraising practices and acquiring and maintaining not for profit incorporation and charitable status.

Contracts

The board should have a full understanding of the organization's major contractual obligations, especially to funders, and monitor the organization's compliance with them.

Standards of Care

The board must ensure that practices are in place to reduce the risk of harm to its employees, volunteers and clients.

Due Diligence Standards

Board Education: The Board must have some understanding of how to interpret the organization's financial statements, the kind of policy regime (direction to staff) it requires and how to assess the level of risk the organization faces in its day to day activities.

Bylaws and Policies: The Board must ensure that it follows the bylaws with which it was incorporated and direct operations by setting policies, particularly with respect to the organization's:

- Financial management practices
- Human resources or personnel management practices
- Personnel safety and client care practice

See Appendix 6 for sample personnel management policies.

Monitoring of Performance: While boards struggle with balancing their attention between competing demands of internal operations and external and strategic issues, on a regular and consistent basis, they must spend time monitoring what the organization is doing. Monitoring primarily involves:

- The regular review of income and expenditures (actual compared to budget)
- An annual review of independent audit of financial results (financial statements)
- Reviewing reports on activities (e.g., the monthly executive director's report)

- Monitoring the implementation of key policies (e.g., part of the evaluation of the executive director)

Evidence of the Board of Directors monitoring work is in the minutes of its meetings. While minutes need not be extremely detailed, they must be complete and maintained in a safe place.

Adequate Insurance: Insurance should be considered the last line of defense in risk management. Most organizations require:

- General liability insurance
- Motor vehicle public liability insurance (if they own/lease and operate one or more vehicles)
- Accident, fire, theft insurance

When the risk to individuals is seen to be high, organizations may want to obtain additional Directors' and Officers' liability insurance. This insurance should pay the organization's legal costs as well as compensation in the event the Board is found to have some liability.

Section 9: Accountability

Board Accountability Areas

A Board of Directors must remain responsible and accountable within the following areas:

1. Stakeholders – Maintaining ongoing communication between the board and its stakeholders, identifying stakeholder needs, and reporting on the board's stewardship.
2. Board of Directors – Organizing the board, electing officers, establishing committees, recruiting qualified new board members, evaluating board performance, maintaining professional board conduct, and orienting and training new board members.
3. Human Resources – Selecting and managing the general manager, establishing objectives, evaluating performance, and establishing employee compensation.
4. Community – Maintaining that the organization's corporate standards are compatible with the social beliefs and values of the community or region.
5. Financial Resources – Establishing policies and monitoring the operations of the organization.
6. Planning – Setting the direction of the organization including the development of the vision, mission, objectives, and policies.

7. Co-operative Relations – Networking and coordinating with similar organizations.
8. Legislation – Developing and changing policy in compliance with the laws and bylaws governing the organization.

Reporting

It is mandatory that all non-profit organizations remain accountable and maintain ongoing member and stakeholder communications. This is accomplished through the following mechanisms:

Annual Report – Components of an Annual Report:

- List of the Board of Directors, including officers on the board, and all of the staff
- Highlight the organization’s mission statement, vision statement, and organizational objectives
- Auditor’s Report of Treasurer’s Report
- Financial statements from the past fiscal year
- Annual Budget for upcoming fiscal year
- Chairperson’s Report including activities and accomplishments over the past year
- Committee Reports

Annual General Meeting (AGM) – Components of an Annual General Meeting:

- Distribution of the minutes of the previous annual meeting
- Reports are made by the president, treasurer, manager and committees
- The Auditor’s Report is presented
- New directors are nominated and elected
- New resolutions are presented
- Bylaws may be amended and voted upon

Ongoing Member/Stakeholder Communications

- Newsletters
- Meeting minutes
- Newspaper ads
- Press releases

Section 10: Financial Management

The Board’s primary role is to ensure the organization has the financial resources to meet their organizational goals and to ensure financial resources are responsibly managed. The organization’s goals and their budget need to be compatible. Board Members need to develop policies and monitor the finances in these areas: financial management, fundraising and property and capital management.

The Annual Budget

Commonly overlooked expenses:

- Growth – new initiatives, public education, funding, government policies
- Travel and Long Distance Charges
- Facilities – office and/or meeting rental facilities
- Production costs – equipment, hardware, materials, furnishings, lease and rent payments and increases
- Printing – Stationary, promotional materials, office supplies
- Staffing – time required for project, whether there is a greater benefit of 1 fulltime or 2 part-time employees, training, space requirements to house staff, wage or salary plus benefits and Manitoba Employee Related Costs (MERC's)
- Financial – bank account service charges and cheque printing, annual audit and accountant fees, equipment depreciation
- Fundraising – it takes money to make money

Monthly Income Statements

Presenting the actual income and expenses of the organization over a specific period to time.

Balance Sheet

Prepared at least once per year, reflects the organization's net worth, or what would be left over if all assets were converted to cash to pay off all liabilities.

Project or Event Reporting

Represents monies related to funding partners, grants and special events or projects.

Annual Audit

The annual audit is completed at the end of the fiscal year. An audit assesses all of the records of the organization including meeting minutes. The audit must be conducted by a qualified person from outside the organization to ensure the financial statements accurately represent the organization.

Fiscal Year

The fiscal year is the financial year of the organization. The bylaws must state what is in the organization's fiscal year.

Cheque Signing Authority

The bylaws must state who keeps the financial records and books for the organization. This is usually the treasurer. Financial records and books must properly be maintained. They are located at the organization's office.

The Board's requires a motion to set the number of signatures required on cheques and whose signatures may be required. At least one of the persons should be a director.

Assets

All assets acquired by the organization are the property of the organization and should not be sold or otherwise disposed of without the approval of the Board of Directors. The organization should have on record an inventory of its assets. The inventory should be annually updated.

Collecting, Receipting and Banking of Monies

Paid staff should record all income. These amounts should be entered on the daily deposit sheet and should be transferred to an accounting program under the correct account numbers.

Receipts for income should record the date, amount, name of payee, explanation or purpose of money, and signature of receiver of cash.

Receipts for non-donation income should be issued from a general receipt book and not a tax-deductible receipt book.

All cash should be placed in a safe or locked location by paid staff prior to closing at the end of the working day.

The Treasurer should prepare the bank deposit, make the deposit, record the transaction and complete the monthly bank reconciliation.

The Executive Director (Coordinator) should review and approve the monthly bank reconciliation.

Donations

Any individual donation is eligible to receive a receipt for income tax purposes, signed by one of the following: President of the Board, Secretary, Treasurer, or Executive Director (Coordinator). The receipt must be issued from the book that has the organization's registration number printed on it. The Board may wish to set a minimum donation amount to receive a receipt to keep administrative costs down. Canada Revenue Agency's website has information on official tax receipts and is a good resource as these rules keep changing. See website <http://www.craarc.gc.ca/tax/charities/jrt-e.html>

Donations in Kind

Paid staff should ensure that all donations-in-kind are properly recorded and ensure that those who make donations-in-kind receive a receipt that is eligible for income tax purposes.

A small donation-in-kind should be accepted at the discretion of the Executive Director (Coordinator) and its value should be determined between the donor and the Executive Director (Coordinator).

A cheque for the agreed upon value of a small donation-in-kind should be issued by the Executive Director (Coordinator), which in turn should be endorsed and returned to the Executive Director (Coordinator). An income tax deductible receipt for the small donation-in-kind should then be issued to the donor.

A donation-in-kind of large furniture or equipment should be presented to the Board of Directors for approval. If approved, the value of a large donation-in-kind should be determined between the donor and the Board Chair/President. A cheque for the agreed upon value of a large donation-in-kind should be issued by the Board Chair/President, which in turn should be endorsed and returned to the Board Chair/President. An income tax deductible receipt for a large donation-in-kind should then be issued to the donor.

Financial Control

Expenditures over a certain amount should require the approval of the Board of Directors prior to being incurred.

The Executive Director (Coordinator) should have spending limits. If the Executive Director (Coordinator) should feel a need to consult another person with regard to a purchase, one of the executives of the Board of Directors may be contacted. Such a consultation should be documented.

All committee expenditures should be channeled through the Executive Director (Coordinator). In case of emergency, the Board of Directors should incur the necessary expenditure and report such expenditure at the next general meeting of the members.

The Board of Directors should provide approval to borrow from a designated account. All funds should be accounted for with balanced monthly statements accompanied by appropriate receipts. All invoices should be paid for by the due date stated.

Financial Reporting

The Board of Directors should present a financial statement and budget for approval at the Annual General Meeting to the membership.

The Treasurer should present a financial statement at each Board of Directors meeting and at each general meeting of the membership, showing assets, liabilities and a reconciliation to the most recent bank statement.

The Treasurer should, after each quarter, present to the Board of Directors a financial statement showing income and expenses as compared to the annual budget.

Fundraising

All funds acquired through fund raising efforts of the organization are to be used solely for the purpose and promotion of the organization's operations, programs, and services. All fundraising efforts should be carried out in a manner approved by the Finance Committee. Proceeds from fundraising efforts should be deposited in accounts approved by the Finance Committee and all receipts and reimbursements should be handled in a manner consistent with the financial policies.

An accounting of all proceeds from commissions earned from the sale of goods should be provided to the Treasurer and reported at Finance Committee meetings. Proceeds should be deposited in accounts as prescribed by the Finance Committee.

Honorariums and Commissions

All honorariums and/or commissions paid to and for performances or work should be deposited into accounts designated by the Finance Committee. An accounting of all honorariums and/or commissions should be provided to the Treasurer.

Petty Cash

Cash for small expenses should be kept in a petty cash account. The Board determines the amount of funds in the petty cash account (e.g., \$100). The Board may also set spending limits (e.g., expenditures paid from the petty cash account are not to exceed \$25 per expenditure). Receipts or a petty cash voucher should be provided before reimbursement is made from petty cash. A record of all petty cash expenditures should be recorded in the petty cash record book.

Section 11: Conducting Effective Meetings

Meeting effectiveness is essential to organizational effectiveness in the non-profit sector. A clear understanding of the purpose of the meeting and the role of the meeting are necessary for the meeting to be effective. A reputation for good meeting management can help an agency attract and retain both Board members and staff. Poor meetings can cause people to leave an organization. Meetings are used for decisionmaking and information sharing among the members of an organization. Therefore, well-managed meetings result in productive planning, problem solving and exchange of ideas; while poorly managed meetings serve only to waste time.

The Board, as the legal entity and authority for the agency, exists to provide guidance and direction to the agency at legally constituted meetings. Board meetings, therefore, should primarily consist of stakeholder engagement, decision-making and policy establishment. If the majority of Board meeting time is spent listening to reports requiring no decision-making, or fails to generate recommendations, then the Board is not fulfilling its management and governance functions. As well, if the majority of

meeting time is spent generating alternative courses of action, then the Board is doing committee work.

At the end of each meeting, members should be able to state that the board has provided either staff or committees with the guidance to move the organization towards its mission.

Meeting Objectives

An effective meeting allows the democratic process of the organization take place in order to make decisions. The objectives of a meeting are to:

- Engage stakeholders
- Initiate an activity and agree on a course of action
- Resolve or manage a conflict or problem
- Carry out official business
- Exchange ideas
- Communicate
- Ensure group progress
- Make decisions

Notice of a Meeting

Notice of a meeting should be sent out 2 – 3 weeks prior. Notice should include the organization's name and the place, date and time of the meeting. An agenda and the previous meeting minutes should be attached to the notice of the meeting. For the AGM, notice should be set out one month prior to the meeting.

Meeting Preparation

Board meeting preparation can take very little time or several days, depending upon the complexity of the agency, the issues to be discussed at any one meeting and the frequency of Board meetings.

The Board Chairperson should do a large part of the work for board meetings as part of his or her leadership role however time constraints and other factors often intervene. In many cases, staff is expected to do most of the preparation for Board meetings.

Many agencies may find it useful to take a critical look at how the tasks of meeting preparation can currently be carried out. Are there tasks that could be done by board members rather than staff? In almost every organization some improvements can be made to reduce or streamline the tasks. An advance calendar of meeting dates, a standard meeting place, and a regular time for calling the meeting to order and adjournment are examples of techniques used to save time.

Annual Calendar of Meeting Dates

Board and committee meetings should be held at regular intervals in accordance with an agreed upon schedule. Many tasks must be performed at approximately the same

time from one fiscal or calendar year to the next. Identifying these tasks and then sequencing committee and Board meetings accordingly will ensure that committees are able to carry out their tasks and have necessary reports and recommendations ready for Board consideration at the required times.

With an advanced annual calendar of meeting dates, together with a regular time for the call to order and adjournment, better enables Board members to fit meeting into their own schedules and results in improved attendance.

See Appendix 7 for sample annual activity chart for tracking actions.

Agendas

A carefully planned agenda is essential for guiding the meeting process. It provides an outline of what will be discussed, what decisions need to be made and in what order. The Chairperson, along with the assigned staff representative, is responsible for preparing the agenda. Each agenda item should state the expected time frame and person responsible for the discussion and should specify whether it is for information, discussion, decision or action.

The agenda and all related documentation should be reviewed prior the meeting.

The Agenda – general outline

1. Call to order (stated by chairperson)
2. Roll call / attendance
 - Records attendance, establishes quorum, identifies visitors/observers/advisors
3. Approval of Agenda
4. Review and confirm minutes
 - Minutes of the previous meeting are reviewed or accepted as having been previously reviewed
 - Accepting minutes ensures accuracy
 - Corrections to minutes can be made without motion, though some organizations may choose to require a motion to adopt edited minutes.
5. Reports
 - Reports presented / circulated
 - Reports can be passed without motion unless content reports some action. - The person who presents the report usually will also move for the report to be accepted or adopted (e.g., Treasurer following the financial report)
6. Business Arising from Minutes
 - Unfinished business from last meeting or when a member is able to clarify a matter contained in the minutes
7. New Business
 - Generally refers to correspondence to be circulated or read aloud by the secretary
 - Letters requiring action are handled by the chairperson
 - Other can be filed without a motion

8. Announcements

- Notification of upcoming events
- Set date, time, location of next meeting

9. Adjournment

Minutes

Minutes are important and should represent an accurate record of a meeting. Board minutes are the legal record of the decisions of an agency. Good minutes should be concise and written for easy referral. They should summarize the main comments, ideas and suggestions that were discussed and indicate where there were conflicting viewpoints. It is important that minutes highlight any implementation decisions and they must record all motions – who made the motion, who seconded it and whether the motion was carried or defeated. Minutes record the roll call of those in favor and those against for controversial issues or close votes. Minutes act as a record of previous decisions and specify future action. Minutes should include:

- Name of group or agency
- Whether the meeting was regular or special
- Date, time and place of the meeting
- Name of the presiding officer
- Names of those present, absent and regrets
- Whether minutes of previous meeting (identified by date) were approved or corrected
- A concise summary of all business conducted for each agenda item in order
- A full statement of all motions, including the mover and seconder and the result of the vote
- A clear indication of what follow-up action is to be taken, when it is needed, and who is responsible
- Identification of reports and documents presented under each agenda item (copies of these should be attached to the official copy of Board minutes)
- date, time and location of the next meeting
- Time of adjournment
- Secretary's name

After approval at the next meeting, an official copy of the minutes should be signed by the Chairperson and kept in the agency's minute book. This book is an important record for auditors to determine if the activities of the agency are in keeping with the decisions made.

Action Lists

To assist implementation of actions approved at a meeting a list of these actions should be drawn up when the minutes are prepared. This list should include:

- The date of a Board or committee meeting

- A brief description of each action required
- The name of the person or committee assigned responsibility for each action □
The date for completion of each person and reporting requirements

A copy of the action list should be attached to the official copy of the meeting minutes and distributed to all Board or committee members.

See Appendix 8 for a sample annual action workplan and template.

Policy Decisions

Boards need to ensure that policy decisions made at meetings are recorded separately in a policy manual or handbook. The Secretary should keep a separate record of all motions or decisions. This record acts as a reference if there is confusion about a previous decision. The record should show the date the motion passed, its content (including mover and seconder) and the resulting action. These items may then form part of the policy and procedures manual.

If policy decisions are not recorded through a policy manual, the value is limited since searching through minutes to find all policy decisions time-consuming and almost impossible.

Committee Reports

Committees must report to the general meeting. Standing committees report regularly, if they have conducted business. Unless it is very short, a committee report should be written, with 3 copies made: one for the Secretary, one for the Chairperson and one for the Committee Chairperson's own file.

Follow-up Phase

Many organizations recycle the same issues over and over again because of inadequate follow-up. This unfortunate repetition can be prevented with appropriate documentation and timely circulation of the discussions and decisions made at each meeting. This is accomplished by note taking, preparation and timely distribution of minutes, and the active incorporation of decisions into the organization's policies and procedures.

Minutes are an accurate record of a meeting. All motions or decisions are recorded and a summary of discussions (including minority points of view) is included. Minutes act as a logbook of previous decisions and intended future action. The Secretary is usually responsible for preparation of the minutes.

Additionally, because organizations continue to repeat the same mistakes, meeting after meeting, leaders should plan to evaluate themselves and the effectiveness of each meeting. Was the purpose of the meeting achieved? Was the agenda completed? Meeting participants can also make meaningful contributions, particularly on improving

future meetings. A simple evaluation instrument completed by participants at the end of the meeting can provide important feedback. The following questions may be useful in evaluating meetings:

- Was the purpose of the meeting clear?
- Was the meeting announced far enough in advance to allow for preparation?
- Was an agenda circulated in advance of the meeting?
- Was the agenda structured to allow the goals of the meeting to be accomplished?
- Were there good balance between time allotted and the relative importance of each agenda item?
- Did the Chairperson keep the meeting on track?
- Were presentations and reports clear and to the point?
- Were breaks well timed and timely?
- Did the meeting end with a clear sense of accomplishment?
- Was an action plan developed to follow up on decisions made at the meeting?

After reviewing the evaluation, it may be helpful to ask follow-up questions of meeting participants. Whatever the result, use evaluations to improve the preparation and increase the chances of success!

The last key element in the follow-up phase is ensuring that the actions agreed upon at the meeting are responsibly assigned and carried out in the timeframe designated. The minutes should summarize all actions to be taken before the next meeting and those responsible for specific actions should be contacted directly. This individual follow-up will ensure that the action taken is in line with the actual decision of the meeting. Those responsible for activities should be advised that they will be asked to provide a progress report in advance of the next meeting. Immediately before the next meeting, the chairperson should contact these individuals and ask for a verbal or written report on the status of the action plan.

Procedures for Meetings

For a meeting to be effective it must run smoothly and be in good order. Parliamentary procedures are rules of order that provide a basic tool for maintaining order and control in group discussions. Whether a meeting is formal and uses parliamentary procedure, or informal, a person's right to speak, ask questions, and to vote must be clear at the start of a meeting and followed throughout the meeting.

Parliamentary Procedure

Formal meetings using parliamentary procedure will allow only one item to be discussed at a time and allows fairness to every member. Parliamentary procedure is particularly effective in controlling large groups. It will allow for many quick decisions to be made and assist in accurate record keeping.

Meetings that follow parliamentary procedure are characterized by rules of order, motions and voting.

FUNDAMENTALS OF THE PARLIAMENTARY PROCEDURE

The fundamentals listed below can help you participate in practically any meeting in an intelligent, decisive way. It is important to keep in mind that every meeting should have an order of business or agenda which usually include the following:

1. **Call to order**
By the Presiding Officer.
Be on time. Check Quorum.
2. **Opening exercise, if desired** Welcome,
etc.
Roll call, if customary
3. **Reading and approval of minutes**
Approved as read or as amended. Reading of minutes can be dispensed with by majority vote without debate. This means they are not read at the regular time. If dispensed with, reading can be ordered by a majority vote, without debate, any time later during the meeting when no other business is pending. If minutes are not read before adjournment they must be read at the following meeting before reading any late minutes.
4. **Reports of officers**
 - a) Corresponding Secretary
 - b) Treasurer's financial report
 - c) Other offices: call on only if they have a report
5. **Reports of standing committees and/or special committees**
Standing committees listed in by-laws are usually called on in the order in which they are listed. A motion arising out of an officer's report or committee's report is taken up immediately.

Only those special committees that are prepared or were instructed to report should be called on. Those that are to report should be called in the order in which they were appointed.
6. **Business Arising**
 - a) A question postponed from the last meeting.
 - b) Any other unfinished business; Secretary should inform Chairperson.

7. **New business**
 - a) Correspondence that needs action.
 - b) Invoices
 - c) Further new business. Members can introduce new items, or can move to discuss any matter, which is on the table.

8. **Announcements**

The Chair may make, or may call on other officers or members to make, any necessary announcements. Members may also obtain the floor for such purposes.

9. **Program**

Although the program is usually placed at the end of the order of business, it can, by special rule, be received before the minutes are read or, by suspending the rules, can be received any time. Often in courtesy to a guest speaker the Chair may ask for suspension of the business portion of the meeting. Usually this is done by unanimous consent. The Chair announces: "if there is no objection, we will hear from our program at this time."

10. **Further business**

Chair asks if there is further business before adjournment.

11. **Adjournment**

May be done by general consent or by vote.

Rules of Order

Rules of Order ensure the fair and equitable management of a meeting and provide for effective decision-making.

The most common rules of order are as follows:

- *Quorum*: The minimum number of members in attendance at a meeting to make the proceedings valid.
- *Adoption of the minutes*: Corrections, then a motion to adopt the minutes as corrected.
- *Rules of the Chair*: A speaker must obtain permission from the chair before speaking. No one may interrupt a speaker, except on a point of order. A majority vote will decide all issues and the chairperson will vote only in case of a tie, unless specified otherwise in the by-laws. If the chairperson wishes to take part in the discussion the leadership of the meeting must be turned over to another person.

- *Speaking*: Participants may only speak once to any motion, except to provide an explanation or answer a question. The mover, however, can speak more than once to the motion. In some cases the Chair will modify these rules to allow for wide ranging discussion with fewer restrictions.

From time to time, a comment or motion may not follow parliamentary procedure or the Rules of Order. This comment or motion will be ruled out of order and the Chairperson will re-establish order.

Rules of Order, and parliamentary procedures, can ease the management of a formal meeting. They should be used to simplify discussion but should not become more important than the work of the group. Leaders of meetings must understand the rules and apply them with discretion.

Motions

Motions are used as a vehicle to make decisions on issues within the organization. A motion requires a mover, a seconder and acceptance by the Board. Following these three steps, the motion becomes the property of the meeting and is discussed or debated. Once the motion is under discussion all comments should be directed toward that motion only. The Chairperson votes only in the case of a tie, unless stated otherwise in the by-laws. The Chairperson declares a motion “carried” or “lost” (defeated).

Voting

Following the discussion on a motion each member will indicate whether they support or oppose the motion, usually by a show of hands. The Chairperson will ask those in favor to raise their hands. The by-laws determine if a majority or full-consensus is required for a motion to pass. For a majority, if there is an obvious majority the Chair declares the motion carried. If it is not obvious that there is a majority the Chair counts the hands, asks those opposed to raise their hands, counts the opposing votes, and declares the motion either carried or defeated.

A secret ballot is often used for the election of officers or when an issue is controversial. Individuals may request a secret ballot on any decision. The procedures for requesting a secret ballot are generally included in the by-laws. In cases involving strong personal feelings or where the people passionately disagree, it may be best for individual opinions to remain secret. This fosters the organization’s health and provides protection for individuals.

Section 12: Board Building and Succession Planning

Effective board development is an ongoing process which enhances the skills and experiences that board members bring to the organization.

Renewing the board begins with assessing current board members' qualities and contributions by questions that you need to answer such as:

- What skills, attitudes and values do board members bring to their roles?
- Are current board members able to fulfil their commitment?
- How is the present board representative of the community that the agency serves?
- Which board members will be leaving at the end of the current year?
- Which board members will be leaving next year?
- What qualities, experience and connections to the community will be missing from the board when these board members leave?
- What is required to restore the balance of qualities, experience, and connections on the board?
- How will new board members be chosen?
- Who will coordinate recruitment and development of new board members take place?
- How will the agency make sure the board is effective and committed? - How does your agency attract and keep effective board volunteers?

Before attempting to recruit new board members, make sure that your agency has a strong foundation in place to attract the best prospects to the board. Effective recruitment takes time and effort and needs to be an ongoing activity. Quality recruitment planning and activities are key to building a healthy agency. All members of the agency must recognize the importance of having skilled and committed leadership. Everyone must then invest the necessary time and resources to plan for recruiting board members.

The nominating committee is often used to identify prospective board members and to screen these prospects as nominees. The nominating committee is appointed by the board, includes several board members as well others, and is often chaired by the past board chair.

Developing selection criteria is the first step in the search for the right people to fill board roles. As with any decision, creating a shopping list makes the job easier. Selection criteria help to list the member qualities that the board needs in order to operate effectively and identify prospective board who have these qualities and can best fill the role.

When identifying qualities the board requires, consider the possible biases that may be reflected in the criteria. Do the criteria reflect the needs of the organization and make up of the community it services or is the "shopping list" likely to build a board very similar to the existing board?

Selection criteria to consider include:

- The changing needs of the agency

- The composition of the board team
- Individual board member qualities

Develop a chart, which highlights the critical qualities your organization requires in prospective board members.

See the Appendix 9 for a board development matrix and Appendix 10 for Building Your Board for increased Competency and Engagement.

Many board members serve for months before understand their roles and responsibilities. As noted before, clearly written job descriptions clarify board members expectations as they relate to their position on the board. It is important to develop job descriptions for the general board member as well as for officers.

Recognition is a critical aspect of board development. Board members need to be recognized and to receive feedback on their performance. Recognize, measure achievement and celebrate success. Use ongoing and timely recognition to encourage and sustain board involvement.

Board Recruitment Package

A Board Recruitment Package is a package containing any pertinent information about the organization prepared for prospective new board members. This package ensures Board candidates are well informed about the organization before they agree to let their name go forward as a nomination.

Effective recruitment is a continuous process. You want to educate candidates about the organization and the board's role and though they may not wish to become a board member this year, they might be interested next year.

The Essential Components of a Board Recruitment Package

Personal Letter of Invitation

This might include something on why they should choose your organization, its current strengths and challenges and why your organization has selected them as a potential board member.

Organizational Overview

A brief description of the organization, what the organization does, and it's history. This may all be captured in an existing brochure or organizational profile.

Mission Statement and Objectives

Your organization's vision, mission, objectives and values are what will get prospective candidates interested in joining the board. The organization's purpose statement is found in most incorporation documents (e.g. By-laws).

Financial Statement

An approved budget or the operating statement and balance sheet for the most recent year should be included (i.e. the Annual Report).

Existing Board and Staff

A list of existing board members and key staff persons is essential information.

Board Application Form

Create a board application form to get some information on the person you are approaching. You will want their name, address, other contact information, occupation, and brief statements on why they are interested in your organization and what skills they see themselves contributing.

The application form or the letter of invitation should indicate what the next steps in the recruitment process are, including possibly, an interview.

Also consider including the following additional items:

- By-laws and governing policies
- Fundraising campaign description (especially if the board plays an active role in fundraising)
- Sample board meeting agenda
- Invitation to the annual general meeting

Board Orientation Kit

Once the organization has identified the right person and completed the recruitment process, an orientation should be provided to the new board members. New board members benefit from an effective orientation to your organization no matter how much experience they may have. Group orientation and ongoing training is a way for board members to share expertise, to enable all board members to make decisions and to take actions from the same base of information.

A Board Orientation Kit should be developed and distributed to all new board members as an orientation and resource tool. It should include the following components:

- Meeting minutes past 12 months
- Description of duties of board members
- The organization's strategic plan,
- Board governing documents including bylaws, policies, etc.
- Current budget
- List of all other board members and contact info
- Committee descriptions, goals, and lists of members

See Appendix 11 for a sample board orientation manual list of contents.

Section 13: Human Resource and Volunteer Management

HUMAN RESOURCE MANAGEMENT

Board/Staff Relations

Board members and staff are a partnership and a team focused on providing the best possible service with the available resources. To accomplish this, mutual respect and cooperation must exist between the board and the staff. The following are the major differences between board and staff members:

- Board members are volunteers. Staff members are usually paid.
- Board members are elected. Staff members are hired.
- Board members are usually involved on a part-time basis. Staff members usually work full-time.
- Board members set policy. Staff members operate within policy.
- Board members assign authority. Staff members receive authority.
- Board members are oriented toward the future and are usually not involved in the day-to-day work. Staff members focus on the daily administration of the organization.

In spite of these differences, board and staff members share a common purpose which is the achievement of the organization's mission. A successful board perceives its work and the work of the executive director and other staff (paid or unpaid) as a partnership between three distinct entities, and three levels of authority.

- The board, as well as its committees, govern the organization, and is ultimately responsible for the entire agency.
- The senior staff who manage the organization are responsible for day-to-day operations and report to the board.
- The staff, paid or unpaid, who administer the implementation of programs and services, are responsible for their performance and report to senior staff.

The Board/Staff Partnership

The board's primary role is to prepare for the future through sound planning and policy making in its governance functions. The staff's role focuses on the "now", the daily implementation of policies and programs.

The executive director acts as the channel between the two ends interpreting policy to the staff and providing front line reports to the board on the agency's programs and services. To ensure these role and responsibilities work, clear lines of authority and accountability are required.

The Board
Authorizes the
Chairperson of the Board
To Monitor the
Executive Director
To Supervise the
Staff and Volunteers
Who Implement the Policy

The basic rule in this line of authority is that a person should have only one boss. If more than one person directs the staff, confusion occurs. Varying policy interpretations and job assignments can easily place board and staff in conflict.

The Chairperson should communicate on the board's behalf to the executive director and the executive director should speak on behalf of the staff to the board.

See Appendix 12 for sample organization charts for CMP and CRC/SRF.

Hiring The hiring process first begins with the assessment of the organization's staffing needs. By carefully identifying the job requirements first, additional tasks such as creating job advertisements and developing interview questions are more easily carried out.

Developing a Job Analysis

A job analysis is essentially the study of a job to assess its duties and skill requirements to set the salary, recruit, and train employees or to evaluate the need for job simplification or enrichment. During the review, duties, competencies, knowledge, skills, abilities, and other characteristics of the job can be added, deleted or modified. Once developed, the job analysis is reviewed by the employee who performs the job to ensure accuracy. A job analysis provides a base for the development of concrete tools for:

- Employee's assessment
- Identification of employees' training and development needs
- Performance management
- Recruitment and selection
- Succession planning

Creating the Position Description

Position descriptions are essential. Position descriptions are required for recruitment so that you and the applicants can understand the position and the role. A position

description defines a person's role and accountability. Without a position description it is not possible for a person to properly commit to, or be held accountable for, a role. Position descriptions improve an organization's ability to manage people and roles in the following ways:

- Clarifies employer expectations for the employee.
- Provides a basis for measuring position performance.
- Provides clear description of the role for position candidates.
- Provides a structure and discipline for the company to understand and structure all positions and ensures necessary activities, duties and responsibilities are covered by one position or another.
- Provides continuity of role parameters irrespective of a manager's interpretation.
 - Enables pay and grading systems to be structured fairly and logically.
- Prevents arbitrary interpretation by employees and the employer of the role content.
- Serves as an essential reference tool in employee/employer disputes.
- Serves as an essential reference tool for discipline issues.'
- Provides important reference points for training and development areas.
- Provided neutral and objective reference points for appraisals, performance reviews and counseling.
- Enables the formulation of skill set and behaviour set requirements per role.
- Enables an organization to structure and manage roles in a uniform way, thus increasing efficiency and effectiveness of recruitment, training and development, organizational structure, work flow and activities, customer service, etc.
- Enables a factual view of career progression and succession planning to be taken by employees and managers.

Comprehensive position descriptions developed from job analysis are used in recruitment and selection, the production of position advertisements or postings, training, performance appraisal, and compensation. The essential functions of a position are identified and documents in the position description. Knowing the essential functions of the position will assist you in:

- Writing appropriate interview questions
- Determining whether a person is qualified to perform the essential functions
- Identifying reasonable accommodations to enable an employee who is disabled or from another employment equity group to perform the essential functions.

See Appendix 13 for a position description template and samples.

The Position Advertisement

Position advertisements should outline (where applicable)

- The position title
- Duties within the position
- Travel requirements
- Training offered
- Skills and education requirements
- Location of the position
- Working conditions
- Salary, benefits and other incentives

The expectancies of the position should directly reflect those outlined in the position description. It is also effective to include the salary range of the position as it is an immediate screening device for applicants. A detailed position ad will usually produce higher quality applicants with the skills and the experience for the position, thereby allowing for a more effective and less time consuming interview process.

Where to Advertise?

- Newspaper
- Community Notice Boards
- Job Banks (Human Resource Development Canada – HRDC)
- Educational Institutions
- Employment Agencies
- Newsletters
- Internet – e.g. www.workopolis.ca, www.monster.ca
- Radio
- Direct mail
- Word of mouth

Interviewing Candidates – The Selection Committee

Depending on the nature of the position and the organization, interviewing candidates can be done by the individual supervisor or a panel/selection committee. Through a selection committee requires more preparation, it offers differing views and tends to reduce prejudice.

The Position Interview

There are two rules of thumb for deciding how many people to interview:

- Rule One: Try to interview from three to six candidates.
- Rule Two: Only interview people you think you would want to hire.

See Appendix 14 for sample interview questions.

The Rating System

An objective rating system in which interviewers use a scale for scoring candidate's responses is recommended. Preferred answers or components of answers should be included on the interview questionnaire page. As an example, ratings could be: 1 = Improvement required, 2 = Satisfactory (some training needed), 3 = Good, 4 = Very Good, 5 = Excellent. Following the interview, each interviewer should independently score the responses based on the preferred answers. Once all candidates have been scored, each interviewer should rank the candidates based on their total scores. These rankings are then shared amongst the interviewers to assist in determining the most qualified candidates to move on to the next step in the process.

Reference Checks

In recognition of the fact that an employee who makes direct contact with clients is in a position of public trust, every effort shall be made to ensure the suitability of those employed to provide services.

Reference checks should be completed with 3 professional referees. Reference checks allow an organization to have insight into whether or not the skills noted on the resume and in the interview are applied by the candidate into practice. Employees are also required to complete pre-employment security record checks (e.g., criminal records checks, abuse checks)

See Appendix 15 for a sample reference check questionnaire.

Performance Assessment

The performance of employees should be appraised as required and at least bi-annually in order to:

- Provide a tool for employees and supervisors to establish a mutual and clear understanding of specific job responsibilities, including key competencies - Encourage ongoing one - on – one communication between employees and supervisors
- Encourage discussion and development of plans for performance improvement and personal growth
- Ensure that performance evaluations are completed fairly, accurately and on a regular basis so that they can be used in future decisions on compensation, promotion, training and education
- Ensure that all employees understand how their performance contributes to the success of their function and ultimately to the success of the Organization as a whole

The appraisal should identify growth, expectations, and strengths and determine areas for improvement. Feedback regarding an employee's performance should be provided on a regular basis. This supports the employee's development and maximizes their contribution to the performance of the region as a whole. A performance appraisal should not contain any information that the employee is not already aware of.

See Appendix 16 for sample performance appraisal forms for CMP and CRC/SRF.

Volunteer Management

The development of a Volunteer Management system is essential when an organization is considering or beginning to recruit volunteers. The following outline highlights the steps that should be taken to assess the organization's volunteer needs and recruit and train qualified volunteers.

Situation Analysis

The organization must be prepared to take on volunteers. To assess the organization's readiness, the following factors should be considered prior to recruiting volunteers.

Planning

Assess the needs of the organization and develop a job analysis highlighting the tasks. Remember that the roles and responsibilities of the volunteer position must be meaningful and rewarding, i.e. include tasks that a volunteer would want to do.

Staffing

The organization must have adequate staffing and skills to oversee the management volunteers including the recruitment, retention, training, supervision, and recognition of volunteers.

Budget

A full assessment of the overhead required to manage and house volunteers as well as a fundraising strategy needs to be completed.

See Appendix 17 for a template on developing a budget for a volunteer program.

Record Keeping

A system should be developed to track volunteers' performance and contributions to the organization. As volunteers do not receive monetary compensation for their contributions, a system of volunteer recognition and retention also needs to be established.

Policy Setting

The development of corporate policies and safety standards as well as purchasing liability insurance to cover volunteers. These policies should be the same or similar to the regular corporate or organization policies set for regular staff.

Volunteer Recruitment

Create a Position Description

There are many benefits of creating a volunteer position description as it can clarify the expectations of both the volunteer and the organization. The position description also enables organizations to identify candidates with the appropriate skills and allows the recruiter to design interview questions to better screen for qualified applicants.

How?

- Identify why the organization can benefit from a volunteer.
- Assess what needs to be done and what skills are required for the volunteer position.
- Calculate the time commitment required.

- Evaluate whether the job is best served with one or more volunteers.

Market the Volunteer Opportunity and Solicit Applications

Where to Look?

Effectively marketing the volunteer position highly depends on the requirements of the job. The following are examples of how to find potential volunteers:

- Word of mouth
- Speeches and presentations within the community
- Hold special events inviting potential volunteers (open house)
- Phone calls
- Letters
- Brochures, flyers, posters
- Newsletters
- Press releases
- Advertisements

Interviewing Candidates

As with employees, volunteer applicants should be interviewed and assessed for attitude, motivation, objectives, personality, skills and commitment.

Orientation and Training

Volunteers should receive a similar orientation and training to employees, including a review of policies and procedures that are relevant to their roles.

Retention and Reducing Turnover

To maximize commitment by volunteers and reduce turnover:

- Periodically assess the volunteer's interest and contributions, ensure they are fulfilled with their role in the organization.
- Place the volunteer in a position suited to their interests and experience.
- Provide ongoing training and orientation.
- Outline the benefits of volunteering within the organization.
- Conduct regular performance reviews, providing feedback to the volunteer.

When a volunteer does resign, conduct exit interviews or have volunteers fill out a questionnaire to identify what components of the program are effective and where improvements need to be made.

Position descriptions may also need to be adapted over time. To ensure a volunteer is satisfied with their position the following three concepts allow for increased job satisfaction.

Work Simplification

The combination or elimination of tasks through the identification of more efficient ways to accomplish tasks.

Job Enlargement

The addition of new and more difficult tasks to allow for growth and learning within the position.

Job Enrichment

The removal of some controls while retaining accountability, enhance responsibility, increase recognition, and/or assign specialized tasks to allow for growth and advancement.

Recognition

Records should be kept of volunteer hours, duties, and advancements to allow for recognition of service. Methods of recognition:

- Events – annual, semi-annual, or monthly events such as BBQ's, golf tournaments, etc. will reward volunteers for their contributions to the organization and provide networking and social opportunities. Awards can also be distributed for length of service.
- Day to day – providing positive feedback to volunteers on a regular basis will reinforce the importance of their contribution to the organization.

Recognizing Volunteer Burnout

Burnout is the mental and/or physical exhaustion and reduced performance from work related pressure and stress. Burnout is caused by one or several of the following situations:

- Too much or too difficult work
- Unrealistic expectations
- Inadequate training and supervision
- Lack of feedback and rewards

Burnout is often recognized with a lack of motivation and a reduction in the commitment to the organization. The volunteer that is most likely to suffer from burnout is highly productive and deeply involved within the organization.

Burnout can be reduced through the focus of resources on increasing satisfaction among volunteers. Methods of increasing satisfaction vary from volunteer to volunteer.

Evaluation

As a volunteer is generally not paid for their contributions, to increase job satisfaction periodic assessments of the volunteer's contributions and identifying areas for development and advancement is essential.

To provide feedback, assess the volunteer's satisfaction with their job and the organization, and identify training needs, annual performance assessments are recommended.

Section 14: Strategic Planning

A comprehensive strategic plan provides a complete, clear, and measurable vision of the organization's future, and a practical plan to get there. A strategic plan can help:

- Chart a course to success that is precise yet flexible
- Seize opportunities that match your mission and vision, and know which ones to avoid
- Identify internal strengths and weaknesses and external threats to your organization
- Assess your current operations and optimize efficiency, align direction and processes, and strengthen integration
- Assign decision-making levels appropriately and increase employee satisfaction and teamwork

Benefits

Clear and realistic vision of your organization's future and a master plan to get there;

- Sound, long-term strategic management processes
- Increased organization-wide cohesion and cooperation
- Increased efficiency, in line with organizational goals
- Managed, consistent growth
- Systematic plan for continuous improvement and problem solving

Components of the Strategic Plan

Boards should conduct a Situation Analysis, such as a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) to assess the internal strengths and weaknesses of the organization and the external opportunities and threats.

Internal Assessment An assessment of the organization's policies, procedures, and services. Answering the following questions:

- What does your organization do best?
- What are our resources – assets, intellectual property, people, etc.?
- Where are our weaknesses?
- What are our capabilities and our limits?

The Internal Assessment will review such factors as products and services, price, promotional methods, distribution methods, administration, human resources, management, and research and development.

External Assessment

Is the evaluation of the external factors affecting the organization of which, in most cases, the organization has no or very little control and influence.

These factors may include government policy, the general health of the local economy, demographic trends, and technological advancements.

Upon completion of these assessments, the organization will be better prepared to develop strategies from which to operate. They should also have a more clear vision of who they are as an organization and what they seek to accomplish.

Strategic Goal Setting

Upon the completion of the assessment of the organization and the creation of a vision and mission statement, it is essential to record the strategic short-term and long-term goals of the organization. Through this practice, the strategic plan is developed, providing direction for the operations of the organization and also creating benchmarks for future initiatives to be measured. Through the development of goals, the strategic plan creates a path from which the organization is free to follow.

To set effective and focused organizational goals, the SMART goal principal should be used, thereby stating that goals should always be:

- S – specific**
- M – measurable**
- A – attainable**
- R – realistic**
- T – tangible**

Both short-term and long-term goals should be identified. Though these time frames may vary from organization to organization, typically, short term goals highlight initiatives attainable within one the three years. Long term goals tend to focus on 3 years or more, however this also depends on the organization's stage of development as newly established organizations may have varying time frames.

Appendix 1 Services Provided by Community Resource/Senior Resource Coordinators, Tenant Resource Coordinators and Congregate Meal Programs

□ Information

A service that responds to questions about services, activities, programs, etc. either through phone contact or person to person.

□ Referral

A service that directs a person to a specific resource outside the Community Resource Council or Senior Resource Finders. Follow-up is an expectation of the referral service.

□ Completing forms

A service that provides assistance with filling out a variety of forms (i.e. OAS, GIS, CPP, Pharmacare).

□ Transportation

A service that enables the user to be transported from point A to point B. The purpose of the trip may be medical, recreational, shopping, etc. Those receiving compensation for mileage (gas and maintenance) only will be counted as a volunteer service. (Also, the transportation may be provided to individuals or groups and it may be provided by car, bus or van. This section does not include referrals to Handivan.

□ Escort

A service that provides a companion to the user for the purpose of assistance. An escort may be accompanying a user to medical appointments, recreational events, shopping, etc.

□ Shopping

A service that acquires goods at the user's request, i.e. groceries, clothing, etc. Where transportation and/or escort are required as part of the service provision be sure to count the activity under all categories.

□ Errands

A service that performs a variety of daily living activities for the user, i.e. billpayment, picking up or dropping off of goods such as library books, etc.

□ Friendly Visiting/Phone a Friend

A service that provides a one-to-one relationship between user and the provider. The nature and activities will be decided by the two parties involved.

□ **Telecheck**

A service which provides a regular telephone call to the user to check on his/her well-being.

□ **Companion**

A service that provides a user with the company of another individual in a protective atmosphere (respite) i.e. when family caregivers must leave for a short period of time.

□ **Emergency Response System/Electronic Surveillance**

A service such as *LIFELINE* that provides assessment, installation and followup for those individuals who require an emergency medical alert system in their home. This also includes the maintenance and servicing of units. Volunteers are often involved in checking the units or responding to calls.

□ **Meals**

A service where the client is made or provided with a meal in his/her home by a service provider but is not a Congregate Meal according to Support Services Standards.

□ **General Housecleaning**

A service that provides cleaning of an episodic nature that supports the day-to-day cleaning activities of the user, i.e. vacuuming, floor-washing, etc.

□ **Heavy Cleaning**

A service that consists of completing seasonally or infrequent chores. I.e. washing walls, cleaning cupboards, shampooing carpet etc.

□ **Yardwork**

A service that consists of yard maintenance. May include mowing lawn, raking leaves, tilling gardens, weeding, trimming shrubs, eaves trough cleaning etc.

□ **Snow Removal**

A service that consists of removing snow.

□ **Home Repair**

A service that provides minor repairs, basic carpentry, painting, etc.

□ **Home Check**

A service that provides regular checks of a home or apartment while the occupant is away. May include plant watering, pet feeding, collection of mail and newspapers, etc.

□ **Garbage Pick-up**

B. Tenant Resource Council

In cases where an Elderly Persons Housing Unit serves the “community”, a Tenant Resource Coordinator would perform similar functions as a Community Resource Council or Senior Resource Finder but is intended only for the residents in EPH.

C. Congregate Meals

A community-based meal service that is intended to increase opportunities for nutritional and social support among older adults generally 3 to 5 days per week.

Appendix 2 SAMPLE Congregate Meal Program Constitution

NAME OF ORGANIZATION

ARTICLE 1

1.01 The organization shall be called (insert name of organization).

ARTICLE II Purpose

2.01 To support the seniors in (community name) in maintaining their independence through the provision of nutritious meals on a daily basis at least three days per week.

ARTICLE III Goals

3.01 Provide a meal program in a congregate setting

3.02 To provide an escort or transportation service to participants as required

3.03 To prepare heat and serve meals for delivery to the home for those seniors unable to attend the congregate setting

3.04 To address ethnic and religious preferences and special diets when possible

3.05 To assist in grocery shopping through provision of escorts and transportation

ARTICLE IV Membership

4.01 Membership on the Board of Directors is voluntary and shall signify an intent to support actively the goals of the organization

ARTICLE V Board of Directors

5.01 There shall be an executive committee of at least four members: Chairman, Vice Chairman, Secretary, and Treasurer

5.02 Election of officers shall take place at the Annual Meeting

5.03 There shall be a minimum of 7 and a maximum of 10 board members

5.04 The Board of Directors are the ultimate policy making body of the Corporation and shall establish such programs as necessary to meet the mandate of the Corporation

5.05 The Board shall plan for and acquire sufficient funding to operate the organization effectively

ARTICLE VI Meeting

6.01 The Board of Directors shall meet at least four times a year or whenever it is deemed necessary

6.02 One of these meetings shall be the annual meeting to take place during (state month) of each year

ARTICLE VII Duties of the Board of Directors

7.01 Keep the overall mission clearly in focus and work towards meeting the organization's goals and objectives

7.02 Protect the organization's assets and property

7.03 Appoint individuals to fill vacancies on the board

7.04 Accept responsibility for securing and managing adequate financial resources

7.05 Recommend the appointment of an auditor

ARTICLE VIII Quorum at Meetings

8.01 Any business requiring the voting process shall be carried out by a majority vote from at least 51 per cent of the membership of the board

ARTICLE IX Decision Making at Board Meetings

9.01 Decisions of the board shall be arrived at by a majority of votes. Votes will be taken by a show of hands unless a secret ballot is requested by any director

9.02 In case of a tie, the chair shall cast the tie—breaking vote

ARTICLE X Conflict of Interest

10.01 No Board of Director shall receive any direct remuneration from the organization for services rendered, provided that any director may be reimbursed for reasonable expenses actually incurred in connection with the business of the organization.

ARTICLE XI Expenditure

11.01 No officer or member of the Board of Directors shall without the approval of the Executive Committee incur any debt obligation or liability for or on behalf of (name of organization)

11.02 All expenditures, out of the ordinary, over \$200.00 shall be submitted to the Board of Directors for approval prior to expenditure

ARTICLE XII Nominating

12.01 Nominations from the floor shall be allowed

12.02 No person shall be appointed or elected without his consent first being obtained

12.03 If vacancies occur before the end of the fiscal year, the vacancy may be filled by appointment by the Executive Committee

12.04 Vacant offices must be filled at the Annual Meeting through the regular election procedure subject to Article 13

ARTICLE XIII Elections and Voting Procedure

13.01 The Board of Directors shall hold the election of officers for the Executive Committee at the Annual Meeting

13.02 The voting procedure shall be by secret ballot and a simple majority vote will carry

ARTICLE XIV Terms of Office

14.01 All Director and Executive positions shall be two (2) year terms. The Chairman, Vice Chairman shall be elected on alternate years to the Secretary and Treasurer

14.02 No member of the Executive Committee shall serve in the same position for more than two (2) consecutive terms

ARTICLE XV Vacancies

- 15.01 A Board of Director's position may be vacated:
- a) if a director resigns by submitting a written resignation to the President/Chairperson of (name of organization)
 - b) if a director ceases to be an active member
 - c) if, at a special general meeting of active members, a resolution is passed by three-quarters of the active members present at the meeting that he/she be removed from office for just cause
- 15.02 Should vacancies occur, the board may appoint a replacement to fill the vacancy until the next general meeting of the membership

ARTICLE XVI The Executive Committee

16.01 The Executive Committee shall:

- a) conduct the day to day business of (name of organization)
- b) carry out the instructions given to it by the Board of Directors
- c) have the authority to appoint one or more members to act on its behalf
- d) make recommendations on the hiring, firing and performance of staff and the development of agreements regarding staff remuneration/benefits
- e) share recommendations resulting from Executive Committee meetings with the Board of Directors
- f) prepare the agenda for business meetings of the Board of Directors

16.02 Chairman:

- a) shall preside at the business meetings of the Board of Directors and Executive Committee meetings
- b) shall be ex-officio member of all committees
- c) shall prepare and submit a written report of the preceding year at the Annual Meeting

16.03 Vice Chairman:

- a) shall, in the absence of the Chairman, perform all duties normally ascribed to that office
- b) should both the Chairman and Vice Chairman be absent, the Executive Committee shall appoint one of its members to perform the duties of President

16.04 Secretary:

- a) shall attend all meetings of the Executive Committee and the Board of Directors and keep written record of all votes and minutes of all proceedings

- b) shall keep on file all correspondence and reports belonging to (name of organization)
- c) shall circulate the agenda to all members prior to meetings of the Board of Directors

16.05 Treasurer:

- a) shall present an accurate statement of receipts and disbursements to the Executive Committee as well as to the Board of Directors at every regular meeting
- b) shall disburse the funds of (name of organization) as may be ordered by the Executive Committee, maintaining records for such disbursements
- c) shall arrange for an annual audit and preparation of an audited financial statement of the accounts of (name of organization)

16.06 Finance Committee:

- a) plan for and pursue sufficient funds for the operation of (name of organization)
- b) approve and monitor the (name of organization's) operating budget and other financial and material resources
- c) be responsible to the community, the board, and all funding agencies for the efficient management of financial resources
- d) assure the maintenance of accurate financial records
- e) produce annual audited financial reports
- f) review the annual audited financial report
- g) ensure that the (name of organization) is adequately insured for all possible and/or likely eventualities

16.07 Public Relations Committee:

- h) There shall be a Public Relations Committee whose function shall be to interpret the objectives of the (name of organization) to the community and to interpret the needs of the voluntary sector to the (name of organization).

16.08 Other Committees of the Board:

- a) The board may appoint special committees to carry out special duties as are delegated to it by the directors.

ARTICLE XVII Signing Officers

17.01 For all financial transactions of the (name of organization), the signature of the Secretary, and Treasurer, and one of the Chairman or Vice Chairman, as approved by the Executive Committee shall be required

17.02 All other contracts, documents or other instruments in writing requiring a signature of the Committee shall be signed by any two (2) of the Chairman, Vice Chairman, Secretary, or Treasurer

ARTICLE XVIII Auditor

18.01 An auditor shall be appointed to make a yearly audit prior to the Annual Meeting

ARTICLE XIX Fiscal Year

19.01 The fiscal year of (name of organization) shall be (April 1 and end on March 31 of each year)

ARTICLE XX Amendments

The Constitution may be amended at any time provided that the procedures herein are followed:

20.01 Notice of the proposed amendment shall be given in writing and shall be sent to all members of the Board of Directors at least three (3) weeks prior to its consideration at a duly constituted meeting

20.02 The amendment must be approved by at least two-thirds of the members present at a duly constituted meeting

ARTICLE XXI Dissolution

21.01 The Committee may, at its discretion, dissolve the organization if its members believe it no longer serves any purpose

21.02 Any funds and assets of the committee remaining after satisfaction of its debts and liabilities, shall be distributed to the non-profit organization(s) in the area (with a charitable donation number) whose objectives most closely accord with those of this committee, as determined by its members at the time of dissolution

SAMPLE Community Resource Council or Senior Resource Finder Constitution

NAME OF ORGANIZATION

ARTICLE 1

1.01 The organization shall be called (insert organization name).

ARTICLE II Purpose

2.01 To ensure support services are available and accessible to the seniors and persons with disabilities in (name of community) by assisting them in maintaining their independent living status.

ARTICLE III Goals

3.01 Increase quality of life for those who live independently.

3.02 Complement services provided by formal health care system.

3.03 Help delay entry into Personal Care Home.

3.04 Increase the numbers of seniors remaining in their “home” community.

3.05 Increase use of existing services.

ARTICLE IV Membership

4.01 Membership on the Board of Directors is voluntary and shall signify an intent to support actively the goals of the organization

ARTICLE V Board of Directors

5.01 There shall be an executive committee of at least four members: Chairman, Vice Chairman, Secretary, and Treasurer

5.02 Election of officers shall take place at the Annual Meeting

5.03 There shall be a minimum of 7 and a maximum of 10 board members

5.06 The Board of Directors are the ultimate policy making body of the Corporation and shall establish such programs as necessary to meet the mandate of the Corporation

5.07 The Board shall plan for and acquire sufficient funding to operate the organization effectively

ARTICLE VI Meeting

6.01 The Board of Directors shall meet at least four times a year or whenever it is deemed necessary

6.02 One of these meetings shall be the annual meeting to take place during (state month) of each year

ARTICLE VII Duties of the Board of Directors

7.01 Keep the overall mission clearly in focus and work towards meeting the organization's goals and objectives

7.02 Protect the organization's assets and property

7.03 Appoint individuals to fill vacancies on the board

7.04 Accept responsibility for securing and managing adequate financial resources

7.05 Recommend the appointment of an auditor

ARTICLE VIII Quorum at Meetings

8.01 Any business requiring the voting process shall be carried out by a majority vote from at least 51 per cent of the membership of the board

ARTICLE IX Decision Making at Board Meetings

9.01 Decisions of the board shall be arrived at by a majority of votes. Votes will be taken by a show of hands unless a secret ballot is requested by any director

9.02 In case of a tie, the chair shall cast the tie—breaking vote

ARTICLE X Conflict of Interest

10.01 No Board of Director shall receive any direct remuneration from the organization for services rendered, provided that any director may be reimbursed for reasonable expenses actually incurred in connection with the business of the organization.

ARTICLE XI Expenditure

- 11.01 No officer or member of the Board of Directors shall without the approval of the Executive Committee incur any debt obligation or liability for or on behalf of (name of organization)
- 11.02 All expenditures, out of the ordinary, over \$200.00 shall be submitted to the Board of Directors for approval prior to expenditure

ARTICLE XII Nominating

- 12.01 Nominations from the floor shall be allowed
- 12.02 No person shall be appointed or elected without his consent first being obtained
- 12.03 If vacancies occur before the end of the fiscal year, the vacancy may be filled by appointment by the Executive Committee
- 12.04 Vacant offices must be filled at the Annual Meeting through the regular election procedure subject to Article 13

ARTICLE XIII Elections and Voting Procedure

- 13.01 The Board of Directors shall hold the election of officers for the Executive Committee at the Annual Meeting
- 13.02 The voting procedure shall be by secret ballot and a simple majority vote will carry

ARTICLE XIV Terms of Office

- 14.01 All Director and Executive positions shall be two (2) year terms. The Chairman, Vice Chairman shall be elected on alternate years to the Secretary and Treasurer
- 14.02 No member of the Executive Committee shall serve in the same position for more than two (2) consecutive terms

ARTICLE XV Vacancies

- 15.01 A Board of Director's position may be vacated:
- d) if a director resigns by submitting a written resignation to the President/Chairperson of (name of organization)
 - e) if a director ceases to be an active member

- f) if, at a special general meeting of active members, a resolution is passed by three-quarters of the active members present at the meeting that he/she be removed from office for just cause

15.02 Should vacancies occur, the board may appoint a replacement to fill the vacancy until the next general meeting of the membership

ARTICLE XVI The Executive Committee

16.01 The Executive Committee shall:

- a) conduct the day to day business of (name of organization)
- b) carry out the instructions given to it by the Board of Directors
- c) have the authority to appoint one or more members to act on its behalf
- d) make recommendations on the hiring, firing and performance of staff and the development of agreements regarding staff remuneration/benefits
- e) share recommendations resulting from Executive Committee meetings with the Board of Directors
- f) prepare the agenda for business meetings of the Board of Directors

16.02 Chairman:

- a) shall preside at the business meetings of the Board of Directors and Executive Committee meetings
- b) shall be ex-officio member of all committees
- c) shall prepare and submit a written report of the preceding year at the Annual Meeting

16.03 Vice Chairman:

- a) shall, in the absence of the Chairman, perform all duties normally ascribed to that office
- b) should both the Chairman and Vice Chairman be absent, the Executive Committee shall appoint one of its members to perform the duties of President

16.04 Secretary:

- a) shall attend all meetings of the Executive Committee and the Board of Directors and keep written record of all votes and minutes of all proceedings
- b) shall keep on file all correspondence and reports belonging to (name of organization)
- c) shall circulate the agenda to all members prior to meetings of the Board of Directors

16.05 Treasurer:

- a) shall present an accurate statement of receipts and disbursements to the Executive Committee as well as to the Board of Directors at every regular meeting
- b) shall disburse the funds of (name of organization) as may be ordered by the Executive Committee, maintaining records for such disbursements
- c) shall arrange for an annual audit and preparation of an audited financial statement of the accounts of (name of organization)

16.06 Finance Committee:

- i) plan for and pursue sufficient funds for the operation of (name of organization)
- j) approve and monitor the (name of organization's) operating budget and other financial and material resources
- k) be responsible to the community, the board, and all funding agencies for the efficient management of financial resources
- l) assure the maintenance of accurate financial records
- m) produce annual audited financial reports
- n) review the annual audited financial report
- o) ensure that the (name of organization) is adequately insured for all possible and/or likely eventualities

16.07 Public Relations Committee:

- p) There shall be a Public Relations Committee whose function shall be to interpret the objectives of the (name of organization) to the community and to interpret the needs of the voluntary sector to the (name of organization).

16.08 Other Committees of the Board:

- b) The board may appoint special committees to carry out special duties as are delegated to it by the directors.

ARTICLE XVII Signing Officers

17.01 For all financial transactions of the (name of organization), the signature of the Secretary, and Treasurer, and one of the Chairman or Vice Chairman, as approved by the Executive Committee shall be required

17.02 All other contracts, documents or other instruments in writing requiring a signature of the Committee shall be signed by any two (2) of the Chairman, Vice Chairman, Secretary, or Treasurer

ARTICLE XVIII Auditor

18.01 An auditor shall be appointed to make a yearly audit prior to the Annual Meeting

ARTICLE XIX Fiscal Year

19.01 The fiscal year of (name of organization) shall be (April 1 and end on March 31 of each year)

ARTICLE XX Amendments

The Constitution may be amended at any time provided that the procedures herein are followed:

20.01 Notice of the proposed amendment shall be given in writing and shall be sent to all members of the Board of Directors at least three (3) weeks prior to its consideration at a duly constituted meeting

20.02 The amendment must be approved by at least two-thirds of the members present at a duly constituted meeting

ARTICLE XXI Dissolution

21.01 The Committee may, at its discretion, dissolve the organization if its members believe it no longer serves any purpose

21.02 Any funds and assets of the committee remaining after satisfaction of its debts and liabilities, shall be distributed to the non-profit organization(s) in the area (with a charitable donation number) whose objectives most closely accord with those of this committee, as determined by its members at the time of dissolution

Appendix 3 Sample Board of Directors Code of Conduct

Board of Director's Code of Conduct

Board members need to demonstrate ethical and professional conduct to maintain the confidence of the membership and the public. This commitment includes proper use of authority and appropriate actions in group and individual behaviour when acting as Board members.

- 1. Board members must be loyal to the interests of the membership over and above any:**
 - Loyalty to advocacy or interest groups, and membership on other Boards or staff.
 - Personal interest of any Board Members acting as an individual consumer of this organization's services.

- 2. Board members are trustees of public confidence and securities. They must void any conflict of interest.**
 - There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization. Exceptions can occur only when there is openness, competitive opportunity, and equal access to information.
 - Board members must not use their positions to obtain employment within the organization for themselves or their family members.
 - If a Board member is considered for employment, he or she must temporarily withdraw from deliberation, voting and access to applicable organizational information.

- 3. Board members must not exert any individual authority over the organization except as stated in the organization's policies.** Individual Board members do not have any authority to speak for the organization when they interact with staff, the public, the press and other entities unless granted this authority by the whole Board.
Board members must not make any judgments of staff performance except if the performance is officially assessed against the Organization policies.

- 4. Board members deal with outside entities or individuals, with clients and staff, and with each other using fair play, ethics and straightforward communication.**

Approved Date: _____

Appendix 4 SAMPLE Board of Directors Position Descriptions

SAMPLE Chairperson or President Position Description

(Name of Organization) Position Description

Position: CHAIRPERSON OR PRESIDENT

Authority and Responsibility

The Board of Directors is the legal authority for (Name of Organization). As a member of the Board, a Director acts in a position of trust for the community and is responsible for the effective governance of the organization.

Requirements

Requirements of Board membership include:

1. Commitment to the work of the organization.
2. Knowledge and skills in one or more areas of Board governance: policy, finance, programs, personnel, and advocacy.
3. Willingness to serve on committees.
4. Attendance at monthly Board meetings.
5. Attendance at meetings of assigned committees.
6. Attendance at Annual General Meetings.
7. Attendance at membership meetings.
8. Support of special events.
9. Support of and participation in, fundraising events.
10. Financial support of (Name of Organization).

Term

Directors are elected by the membership at the Annual General Meeting. Directors serve for a (length of term, e.g., two-year term). Directors may be released at the end of the elected term, by resigning, or according to (Name of Organization)'s bylaws.

General Duties

A Director is fully informed on organizational matters, and participates in the Board's deliberations and decisions in matters of policy, finance, programs, personnel and advocacy.

In addition to the Board member or Director-at-Large's general duties, the Chairperson or President must:

1. Provide leadership to the Board of Directors.

2. Make sure the Board adheres to its bylaws and constitution.
3. Prepares the Board's agenda with input from Board Members and the senior staff person.
4. Chairs meetings of the Board.
5. Encourages Board Members to participate in meetings and activities.
6. Keeps the Board's discussion on topic by summarizing issues.
7. Keeps the Board's activities focused on the organization's mission.
8. Evaluates the effectiveness of the Board's decision-making process.
9. Chairs meetings of the Executive Committee.
10. Makes sure that committee chairpersons are appointed.
11. Orients Board Members and committee Chairpersons to the Board.
12. Serves as ex officio member of committees and attends their meetings when needed.
13. Makes sure there is a process to evaluate the effectiveness of Board Members, using measurable criteria.
14. Recognizes Board Members' contributions to the Board's work.
15. Acts as one of the signing officers for cheques and other documents, such as contracts and grant applications.
16. Plays leading role in supporting fundraising activities.
17. Promotes the organization's purpose in the community and to the media.
18. Prepares a report for the Annual General Meeting.
19. Orients the new Chairperson.

Evaluation

A Director's performance is evaluated annually based on the performance of assigned Board requirements and duties.

Review Date and Approval Date

- The Personnel Committee annually reviews the Board Member Job Description.
- Recommended changes are presented to the Board.

Approved Date: _____

Depending on your Board type and structure, the Chairperson may also perform these duties:

Policy Governing

- Has no direct role in carrying out programs and services.
- Chairs the Executive Committee. This may include coordinating the committee's work, preparing the Board's agenda, and acting on behalf of the Board in emergencies outlined in the mandate.
- Makes sure that Board members remain in their governance role. Paid staff and service volunteers implement and manage program and services.

Administrative Governing

- Leads the Executive Committee which manages and makes sure programs and services are implemented.
- Acts in the role of a service volunteer, as well as a Board volunteer, to assist in operating programs.
- Makes sure that the Board governs as well as manages programs and services.

SAMPLE Vice-Chairperson or Vice-President Position Description

(Name of Organization) Position Description

Position: VICE-CHAIRPERSON OR VICE-PRESIDENT

Authority and Responsibility

The Board of Directors is the legal authority for (Name of Organization). As a member of the Board, a Director acts in a position of trust for the community and is responsible for the effective governance of the organization.

Requirements

Requirements of Board membership include:

1. Commitment to the work of the organization.
2. Knowledge and skills in one or more areas of Board governance: policy, finance, programs, personnel, and advocacy.
3. Willingness to serve on committees.
4. Attendance at monthly Board meetings.
5. Attendance at meetings of assigned committees.
6. Attendance at Annual General Meetings.
7. Attendance at membership meetings.
8. Support of special events.
9. Support of and participation in, fundraising events.
10. Financial support of (Name of Organization).

Term

Directors are elected by the membership at the Annual General Meeting. Directors serve for a (two-year term). Directors may be released at the end of the elected term, by resigning, or according to (Name of Organization)'s bylaws.

General Duties

A Director is fully informed on organizational matters, and participates in the Board's deliberations and decisions in matters of policy, finance, programs, personnel and advocacy.

In addition to the Board Member or Director-at-Large general duties, the ViceChairperson or Vice-President must:

1. Act in the absence of the Chairperson.
2. Serve on the Executive Committee.

3. Learn the duties of the Chairperson and keeps informed on key issues.
4. Work closely as a consultant and advisor to the Chairperson
5. Prepare to serve a future term as Chairperson.
6. Chair at least one major committee.
7. Act as a signing officer for cheques and other documents.
8. Orient the new Vice-Chairperson.

Evaluation

A Director's performance is evaluated annually based on the performance of assigned Board requirements and duties.

Review Date and Approval Date

- The Personnel Committee annually reviews the Board Member Job Description.
- Recommended changes are presented to the Board.

Approved Date: _____

SAMPLE Treasurer Position Description

(Name of Organization) Position Description

Position: TREASURER

Authority and Responsibility

The Board of Directors is the legal authority for [\(Name of Organization\)](#). As a member of the Board, a Director acts in a position of trust for the community and is responsible for the effective governance of the organization.

Requirements

Requirements of Board membership include:

1. Serves on the Executive Committee.
2. Knowledge and skills in one or more areas of Board governance: policy, finance, programs, personnel, and advocacy.
3. Willingness to serve on committees.
4. Attendance at monthly Board meetings.
5. Attendance at meetings of assigned committees.
6. Attendance at Annual General Meetings.
7. Attendance at membership meetings.
8. Support of special events.
9. Support of and participation in, fundraising events.
10. Financial support of [\(Name of Organization\)](#).

Term

Directors are elected by the membership at the Annual General Meeting. Directors serve for a (two-year term). Directors may be released at the end of the elected term, by resigning, or according to [\(Name of Organization\)](#)'s bylaws.

General Duties

A Director is fully informed on organizational matters, and participates in the Board's deliberations and decisions in matters of policy, finance, programs, personnel and advocacy.

In addition to the Board Member or Director-at-Large's general duties, the Treasurer must:

1. Serve on the Executive Committee.
2. Present financial reports to the Board.

3. Investigate specific financial issues raised by the Board.
4. Keep financial reports on file.
5. Chair the Finance Committee.
6. Orient the new Treasurer.
7. Act as signing officer, with another officer or Executive Director for cheques and other documents.
8. May be an authorized cheque signer.

Evaluation

A Director's performance is evaluated annually based on the performance of assigned Board requirements and duties.

Review Date and Approval Date

- The Personnel Committee annually reviews the Board Member Job Description.
- Recommended changes are presented to the Board.

Approved Date: _____

Depending on your Board type and structure, the Treasurer may also perform these duties:

Policy Governing

- Many Policy Governing Boards have an Executive Director or a Community Resource/Senior Resource Coordinator to manage day-to-day finances. In this case, the Board Treasurer has a responsibility to oversee the financial functioning of the organization and provide reports for the Board. The Board Treasurer may oversee an independent audit from an outside accounting firm.
- Makes sure that all employee deductions are remitted.
- Keeps accurate accounts of the Board receipts and disbursements for Board-related expenditures.
- Speaks for the budget in partnership with the Executive Director or a Community Resource/Senior Resource Coordinator and Finance Committee.
- Make sure all necessary financial reports are filed.

Note: In Policy Governing Boards, the duties of the Treasurer do not interfere with the Executive Director's financial accountability to the Board.

Administrative Governing

- Administrative Governing Boards have no Executive Director or Community Resource/Senior Resource Coordinator. The Board Treasurer deals with the day-to-day financial affairs. This person may be assisted by a paid clerical staff person. The Board Treasurer is responsible for the accounting of the funds of the organization, its budget and expenditures.

SAMPLE Secretary Position Description

(Name of Organization) Position Description

Position: SECRETARY

Authority and Responsibility

The Board of Directors is the legal authority for (Name of Organization). As a member of the Board, a Director acts in a position of trust for the community and is responsible for the effective governance of the organization.

Requirements

Requirements of Board membership include:

1. Serves on the Executive Committee.
2. Knowledge and skills in one or more areas of Board governance: policy, finance, programs, personnel, and advocacy.
3. Willingness to serve on committees.
4. Attendance at monthly Board meetings.
5. Attendance at meetings of assigned committees.
6. Attendance at Annual General Meetings.
7. Attendance at membership meetings.
8. Support of special events.
9. Support of and participation in, fundraising events.
10. Financial support of (Name of Organization).

Term

Directors are elected by the membership at the Annual General Meeting. Directors serve for a (two-year term). Directors may be released at the end of the elected term, by resigning, or according to (Name of Organization)'s bylaws.

General Duties

A Director is fully informed on organizational matters, and participates in the Board's deliberations and decisions in matters of policy, finance, programs, personnel and advocacy.

In addition to the Board Member or Director-at-Large's general duties, the Secretary must:

1. Act in the absence of the Chairperson.
2. Keep copies of the organization's bylaws and the Board's Policy statements.

3. Keep lists of Officers, Board Members, Committees and General Membership.
4. Notify Board Members of meetings.
5. Bring official minute book to meetings.
6. Keep record of Board attendance.
7. Make sure that there is a quorum at Board meetings.
8. Sign Board minutes to attest to their accuracy.
9. Record all corrections to the minutes.
10. Keep copies of minutes of both Board and Committee meetings.
11. Distribute copies of minutes to Board Members promptly after meetings.
12. Conduct general Board correspondence.
13. Keep records of all Board correspondence.
14. Sign Board minutes and corrections to confirm their accuracy.
15. Sign official documents of the organization as required.
16. File the annual return, amendments to the bylaws and other incorporating documents with the Corporate Registry.
17. Make sure members are notified of General Meetings.
18. In the absence of the Chairperson and Vice-Chairperson, chairs Board meetings until the election of an alternate Chairperson.
19. Orient the new Secretary.

Evaluation

A Director's performance is evaluated annually based on the performance of assigned Board requirements and duties.

Review Date and Approval Date

- The Personnel Committee annually reviews the Board Member Job Description.
- Recommended changes are presented to the Board.

Approved Date:

Depending on your Board type and structure, the Secretary may also perform these duties:

Policy Governing

- Many policy governing boards have paid staff who record meeting minutes and do legwork for the organization. In this case, the Board Secretary has a monitoring function. The person makes sure that the Secretary's responsibilities are carried out by staff.

Administrative Governing

- Receives and reads all correspondence and brings it to the attention of the appropriate Officer.
- May collect and record membership dues. Issues receipts.

SAMPLE Past Chairperson Position Description

(Name of Organization) Position Description

Position: PAST CHAIRPERSON

Authority and Responsibility

The Board of Directors is the legal authority for (Name of Organization). As a member of the Board, a Director acts in a position of trust for the community and is responsible for the effective governance of the organization.

Requirements

Requirements of Board membership include:

1. Serves on the Executive Committee.
2. Knowledge and skills in one or more areas of Board governance: policy, finance, programs, personnel, and advocacy.
3. Willingness to serve on committees.
4. Attendance at monthly Board meetings.
5. Attendance at meetings of assigned committees.
6. Attendance at Annual General Meetings.
7. Attendance at membership meetings.
8. Support of special events.
9. Support of and participation in, fundraising events.
10. Financial support of (Name of Organization).

Term

Directors are elected by the membership at the Annual General Meeting. Directors serve for a (two-year term). Directors may be released at the end of the elected term, by resigning, or according to (Name of Organization)'s bylaws.

General Duties

A Director is fully informed on organizational matters, and participates in the Board's deliberations and decisions in matters of policy, finance, programs, personnel and advocacy.

In addition to the Board Member or Director-at-Large's general duties, the Past Chairperson must:

1. Support current Chairperson.
2. Chair the Nominating Committee for recruitment of new Board Members.
3. Assist with Board recruitment and orientation to the Board.

4. Assist with Board training.
5. May chair special events.
6. Provide historical continuity about the Board's activities.

Evaluation

A Director's performance is evaluated annually based on the performance of assigned Board requirements and duties.

Review Date and Approval Date

- The Personnel Committee annually reviews the Board Member Job Description.
- Recommended changes are presented to the Board.

Approved Date:

SAMPLE Board Member's or Director-at-Large Position Description

(Name of Organization) Position Description

Position: BOARD MEMBER OR DIRECTOR-AT-LARGE

Authority and Responsibility

The Board of Directors is the legal authority for (Name of Organization). As a member of the Board, a Director acts in a position of trust for the community and is responsible for the effective governance of the organization.

Requirements

Requirements of Board membership include:

1. Commitment to the work of the organization.
2. Knowledge and skills in one or more areas of Board governance: policy, finance, programs, personnel, and advocacy.
3. Willingness to serve on committees.
4. Attendance at monthly Board meetings.
5. Attendance at meetings of assigned committees.
6. Attendance at Annual General Meetings.
7. Attendance at membership meetings.
8. Support of special events.
9. Support of and participation in, fundraising events.
10. Financial support of (Name of Organization).

Term

Directors are elected by the membership at the Annual General Meeting. Directors serve for a (two-year term). Directors may be released at the end of the elected term, by resigning, or according to (Name of Organization)'s bylaws.

General Duties

A Director is fully informed on organizational matters, and participates in the Board's deliberations and decisions in matters of policy, finance, programs, personnel and advocacy.

The Director must:

1. Review financial statements and monitoring of overall budget.
2. Review and approve the annual budget.

3. Approve, where appropriate, policy and other recommendations received from the Board, its standing committees and senior staff.
4. Monitor all Board policies.
5. Review the bylaws and policy manual, and recommend bylaw changes to the membership.
6. Review the Board's structure, approve changes and prepare necessary bylaw amendments.
7. Participate in the development of (Name of the Organization)'s organizational plan and annual review.
8. Review and approve the fund-raising plan and participating in fundraising activities.
9. Approve the hiring and release of the staff, including the employment contract, based on the recommendation of the Personnel Committee.
10. Support and participate in evaluating the staff.
11. Assist in developing and maintaining positive relations among the Board, committees, staff members, and community to enhance (Name of Organization)'s mission.

Evaluation

A Director's performance is evaluated annually based on the performance of assigned Board requirements and duties.

Review Date and Approval Date

- The Personnel Committee annually reviews the Board Member Job Description.
- Recommended changes are presented to the Board.

Approved Date: _____

SAMPLE Board Committee Chairperson Position Description

(Name of Organization) Position Description

Position: BOARD COMMITTEE CHAIRPERSON

Authority and Responsibility

The Board of Directors is the legal authority for (Name of Organization). As a member of the Board, a Director acts in a position of trust for the community and is responsible for the effective governance of the organization.

Requirements

Requirements of Board membership include:

1. Commitment to the work of the organization.
2. Knowledge and skills in one or more areas of Board governance: policy, finance, programs, personnel, and advocacy.
3. Willingness to serve on committees.
4. Attendance at monthly Board meetings.
5. Attendance at meetings of assigned committees.
6. Attendance at Annual General Meetings.
7. Attendance at membership meetings.
8. Support of special events.
9. Support of and participation in, fundraising events.
10. Financial support of (Name of Organization).

Term

Directors are elected by the membership at the Annual General Meeting. Directors serve for a (two-year term). Directors may be released at the end of the elected term, by resigning, or according to (Name of Organization)'s bylaws.

General Duties

A Director is fully informed on organizational matters, and participates in the Board's deliberations and decisions in matters of policy, finance, programs, personnel and advocacy.

The Board Committee Chairperson must:

1. Review the terms of reference and mandate of the committee as outlined by the Board.
2. Recruit an appropriate number of committee members to carry out the mandate.
3. Orient members to the committee's mandate and position in the organization.
4. Call committee meetings and develop agendas with the input of the members.
5. Chair committee meetings.
6. Encourage members to participate.
7. Keep discussion on topic by summarizing issues.

8. Guide the committee through its meetings to fulfill committee's purpose.
9. Recognize each member's contribution to the committee's work.
10. Delegate appropriate tasks to individual committee members.
11. Know staff members' role on committees and make sure they have an opportunity to be heard before recommendations are sent to the Board.
12. Plan and evaluates the committee's work with the help of the members.
13. Make sure meeting minutes and other relevant information are recorded and filed.
14. Report the committee's progress to the Board of Directors and the membership on a regular basis.
15. Orient the new Board Committee Chairperson.
16. Develop budget with consultation from Board of Directors and Committee and ensures Treasurer receives copies.

Evaluation

A Director's performance is evaluated annually based on the performance of assigned Board requirements and duties.

Review Date and Approval Date

- The Personnel Committee annually reviews the Board Member Job Description.
- Recommended changes are presented to the Board.

Approved Date: _____

Depending on your Board type and structure, the Chairperson may also perform these duties:

Policy Governing

- Has no direct role in carrying out programs and services.
- Chairs the Executive Committee. This may include coordinating the committee's work, preparing the Board's agenda, and acting on behalf of the Board in emergencies outlined in the mandate.
- Makes sure that Board members remain in their governance role. Paid staff and service volunteers implement and manage program and services.

Administrative Governing

- Leads the Executive Committee that manages and makes sure programs and services are implemented.
- Acts in the role of a service volunteer, as well as a Board volunteer, to assist in operating programs.
- Makes sure that the Board governs as well as manages programs and services.

Appendix 5 Committee Terms of Reference Template

Committee Terms of Reference should cover all the points below however the way this information is arranged may vary from agency to agency. The most important thing to remember when developing any terms of reference for a committee is CLARITY and COMPLETENESS.

Name of Committee:

- Identify name of committee or taskforce.

Purpose:

- What is the general statement describing the mandate of the committee?
- Why committee exists?

Membership: Points to consider:

- Is representation from interest groups needed? Number of members (max/min)
- Is staff assistance needed? Who is appropriate? How many Board or staff included?
- What is the length of term? (Usually one or two years or one annual meeting to the next)
- Are members elected or appointed? Who appoints? (usually appointed by Board Chairperson)
- What skills does the committee need?
- Who appoints other committee members & chooses the Vice Chairperson, etc. (Most often appointed by the committee Chairperson, but some may rotate.)

Authority:

- How much power does the committee have?
- When committee was authorized by the board?
- When these terms of reference were passed or last reviewed by the Board?

Accountability:

- To whom does the committee report? How often?

Meeting Schedule:

- Is a quorum required? Are meeting dates set in advance, where are meetings usually held and when do they begin and end, what rules of order (including consensus or informal)
- How and when is agenda put together – is it sent out in advance? Who records the minutes and how are they distributed?

Responsibilities and Functions:

- What is the role of the committee?
- Samples of activities with which committee may be involved include: the planning process, orientation of new Board members, financial responsibilities, minimum frequency of reporting to Board.

Orientation:

- How are new members orientated?
- Brief description of training offered?

Budget for Current Year:

Revenue:

Expenses:

Committee in place from _____ to _____.

Approved Date: _____

SAMPLE Terms of References

Name of Committee:	
---------------------------	--

Executive Committee

Purpose:

It roles, responsibilities and functions of an Executive Director.

Membership:

- President, the Past President, Vice President, the Secretary and the Treasurer. Chairman of standing committees.
- Terms shall be (2) year terms – Chairman and Vice Chairman shall be elected on Secretary and Treasurer. shall hold the election of Officers for Executive annual
- Board of Directors meeting.

Authority:

- Reports to the Board of Directors regularly.

Accountability:

- Committee is accountable to the Board as a whole
- Be taken by a show of hands unless a Director requests secret ballot.

Meeting Schedule:

- Executive Committee shall meet at least () times a year or whenever it is deemed necessary.
- of the Board shall be arrived at by a majority of votes from at least 51 the committee. In case of a tie, the chair shall call the tie-breaking vote.
- membership

Responsibilities and Functions

- Conduct the day to day business of (name of organization) functions given to it by the Board of Directors
- appoint one or more members to act on its behalf
- Have the authority to make decisions on the hiring, firing, and performance of staff and the development of staff remuneration/benefits
- Prepare minutes of Executive Committee meetings with the Board of Directors
- Prepare minutes of business meetings of the Board of Directors.
- Directors
- Each member will receive a Board Policy Manual including a job description of the position, copies of most recent minutes, and current budget and financial statement.

Orientation:

-

Expenses:

Budget for Current Year

from _____ to _____.

Approved Date: _____

Name of Committee:

Finance Committee

Purpose:

- Treasurer in supervision of financial affairs of the organization.
- Board in building and maintaining a financially sound organization.

Membership:

- the Treasurer of the Board.
- Chairperson may serve for a (2-year term).
- Executive. of others who are members of the organization but not members of the Board
- members will be (appointed/elected) following the annual meeting.

Authority:

- taken by the Committee must have Board approval.

Accountability:

- ce Committee is responsible to the Board of Directors

Meeting Schedule:

- ce Committee shall meet at least () times a year or whenever it is deemed necessary.
- of the committee shall be arrived at by a majority of votes. In case of tie, the chair shall cast the breaking vote.
- tie

Responsibilities and

- and update a "Financial Policies and Practices" manual. Ensure that these policies are followed.
- sufficient funds for the operation of (name of organization)
- Plan for and monitor the (names of organization's) operating budget and other financial and resources
- s
- sible to the community, the Board, and all funding agencies for the efficient use of financial resources
- maintenance of accurate financial records
- annual audited financial reports
- (name of organization) is adequately insured for all possible and/or likely
-
- Ensure that l
- eventualities

Orientation:

- Each committee member will receive a Board Policy Manual including a job description of the committee, copies of most recent minutes and current budget and financial statement.

Expenses:

Budget for Current Year

Revenue: from _____ to _____.

Approved Date: _____

Name of Committee: Public Relations Committee

Purpose: relations with other agencies in the community and with the general public.

Membership:

Authority: taken by the committee must have Board approval.

Accountability: is responsible to the Board of Directors.

Meeting Schedule: nan will call meetings.
ations committee shall meet at least () times a year or whenever it is deemed

- of the committee shall be arrived at by a majority of votes. In case of tie, the -
- breaking vote.
- necessary.
- chair shall call **Functions:**

Responsibilities and ie objectives of the (name of organization) to the community and to interpret the
ie voluntary sector to the (name of organization).

- ie organization, its services and programs.
- ommunity understand the importance of the program.
- favorable recognition of the organization.
- ie impact of the organization.
- idance for staff on working with other agencies.
- development.
-
-
- mbers will receive a Board Policy Manual including a job description of the
copies of most recent minutes and current budget and financial statement.

Orientation:

-

Expenses:

Budget for Current Year from _____ to _____.

Approved Date: _____

Committee in place f

Name of Committee:	
--------------------	--

Evaluation and Policy Making Committee

Purpose:

organizations future, establish priorities of programs and services and ensure that policies and evaluations are in place.

Membership:

serve for a (2 year term).

members who are members of the organization but not members of the Board

Executive.

members will be (appointed/elected) following annual meeting.

Authority:

actions taken by the committee must have Board approval

Accountability:

Evaluation and Policy Making Committee is responsible to the Board of

Directors.

Meeting Schedule:

Evaluation and Policy Making Committee shall meet at least () times a year or more if deemed necessary.

Decisions of the committee shall be arrived at by a majority of votes. In case of tie, the chair shall cast the breaking votes.

- chair shall cast the breaking votes

Committee shall define scope, purpose and mandate of organization.

Responsibilities and

Committee shall define group, objective and goals for the organization.

Committee shall define and approve policies for council operation.

Committee shall evaluate program and their effectiveness.

Committee shall ensure that goals and objectives of the organization are met.

Committee shall evaluate and propose additions and amendments to service – revise policies and

progr

Each committee member will receive a Board Policy Manual including a job description

- Evaluate the committee, copies of most recent minutes and current budget and

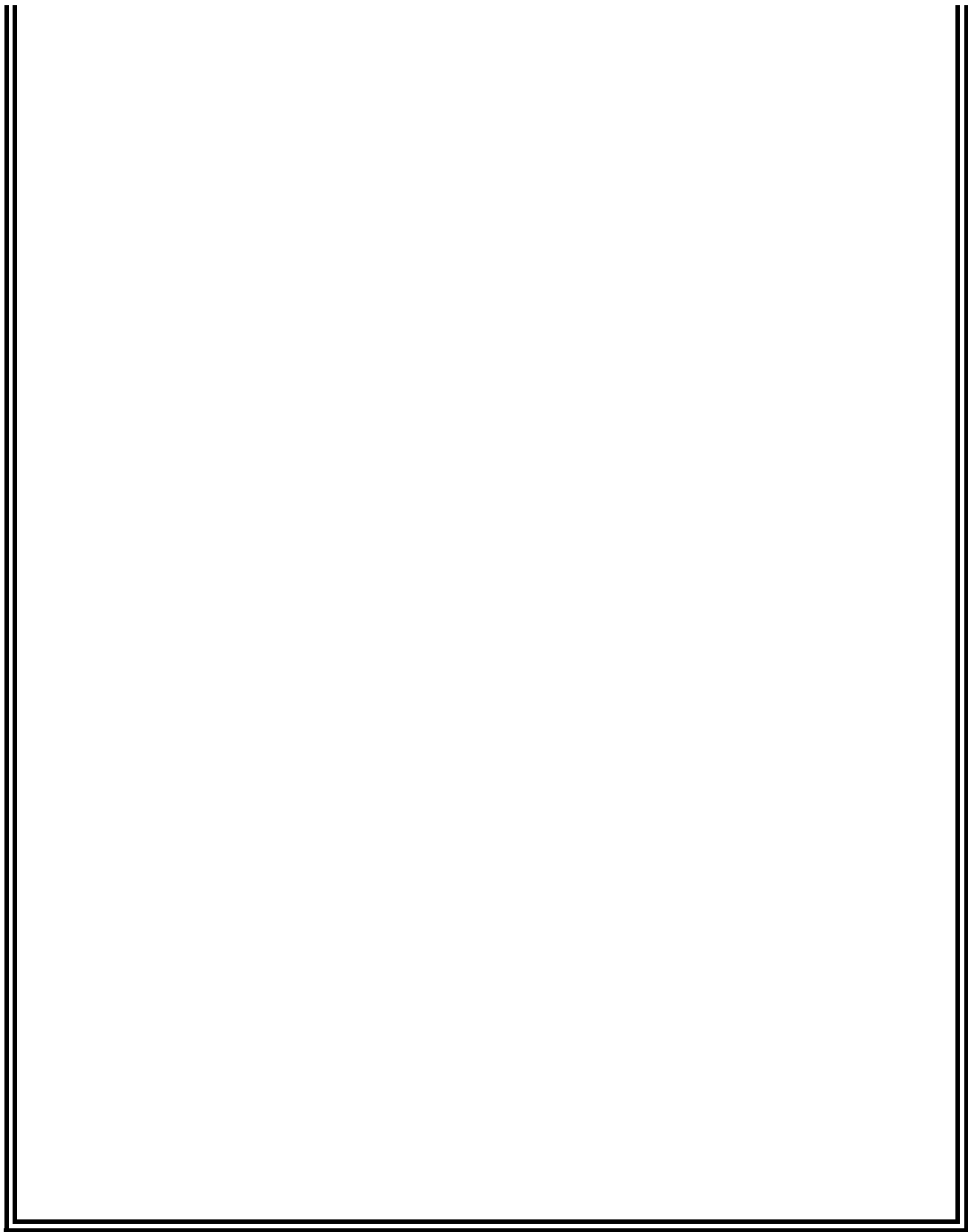
Orientation:

Expenses:

financial st:

Budget for Current Year is in place from _____ to _____.

Approved Date: _____



Name of Committee:

Personnel and Nominating Committee

Purpose:

- selection of staff, oversees their work, develops and reviews policies and practices determines salary levels. Recruit and orientates members
-

Membership:

- is chaired by (past president) of the Board
- n shall serve for a (2 year term)
- members will be (appointed/elected) following the annual meeting.

Authority:

- taken by the committee must have Board approval.

Accountability:

- and Nominating Committee is responsible to the Board of Directors.
- The Personnel

Meeting Schedule:

- nd Nominating Committee shall meet at least () times a year or whenever it

- is deemed committee shall be arrived at by a majority of votes. In case of tie, the chair necessary. eaking vote.
- shall call the tie
- The Chairman will call meetings.

Responsibilities and

- nel policies and review periodically
- icies are communicated to staff
- xecutive staff (CRC/SRF)
- ropriate mechanisms in place for proper staff evaluations.
- eople to serve as Board members and officers
- entation to new members
-
-
- ee members will receive a Board Policy Manual including a job description of
- tee, copies of most recent minutes and current budget and financial

Orientation:

- Committ

statement.

Expenses:

Budget for Current Year in place from _____ to _____.

Approved Date: _____

Appendix 6 SAMPLE Personnel Management Policies

1. Definitions
2. Employee Classification
3. Recruitment
4. Hiring
5. Probationary Period
6. Payment of Wages
7. Orientation
8. Review & Salary Performance
9. Hours of Work
10. Employee Conduct
11. Attendance – Requirements & Reports
12. Annual Vacation
13. General Holidays
14. Sick Leave
15. Compassionate Leave
16. Maternity Leave
17. Paternal Leave
18. Leave of Absence
19. Overtime
20. Resignations
21. Discipline, Suspensions, Dismissals, and Termination of Employment
22. Grievance Procedures
23. Discrimination
24. Harassment
25. Reporting Requirements
26. Travel – Policy and Regulations – Expense Reimbursements
27. Confidentiality
28. Conflict of Interest
29. Staff Development
30. X-SSS Property
31. Amendments to the Policy Manual

Approved Date: _____

1. Definitions

BOARD

Means the Board of Directors of the X Support Services to Seniors. Also referred to as the employer.

DESIGNATE

Means a person (s) appointed by the Board who manages personnel issues i.e. Personnel Committee.

X SUPPORT SERVICES TO SENIORS

Shall be referred to as X-SSS in this policy manual.

EMPLOYEE

Means an individual who is employed by the X-SSS to work under the direction of the Board.

LABOUR STANDARDS

Means the Manitoba Labour Employment Standards.

TRAVEL STATUS

Means absence of the employee from the employee's normal place of work involving preauthorized travel and accommodation by the Board or designate.

2. Employee Classification

PROBATIONARY EMPLOYEE

Includes all new staff and/or anyone on a probationary period of employment.

REGULAR EMPLOYMENT

Applies to all regular employment following the probationary period.

FULL TIME EMPLOYEE

Refers to those employees who work X hours per day, 5 days a week.

PART TIME EMPLOYEE

Refers to those employees who work less than X hours per day, X days a week.

3. Recruitment

All position openings will be publicly posted, and a suitable candidate will be selected. (May be more specific i.e. Posted in office, local paper & Human Resources Office, college or local billboard)

4. Hiring

The selection committee will be comprised of Board representatives as determined by the Board. (Would be a good idea to specify which committee i.e. Personnel committee or at least the number of persons that should comprise the selection committee i.e. 2 or 3)

5. Probationary Period of Employment

All new employees of X-SSS shall be required to serve a probationary period of 3 months from the date of hire. This period offers an opportunity to both X-SSS and

employees to explore whether or not the employment arrangement is mutually satisfactory. A written evaluation of the employee's performance is made and results in either:

- a) the Board or designate acknowledging successful completion of probation
- b) termination of employment
- c) extension of probation

Any time during the probationary period, the employee or employer may terminate employment by giving a minimum of 2 weeks notice. *(The probationary period may be either 3 or 6 months)*

6. Payment of Wages

Employees are paid bi-weekly. Wages are calculated based on 26 pay periods. All employees will be provided with a written statement showing their wages earned, rate of pay, legal deductions, and the net amount paid to the employee.

7. Orientation

All new employees will receive an orientation of a one-week period, outlining the organization and operation of X-SSS. This orientation will be the responsibility of the Board or designate.

8. Review and Salary Performance

Performance Appraisals are to be conducted at the end of the 3 month probationary period and annually thereafter. All evaluations are to be conducted and written by the Board or designate. *(Should specify a date i.e. Anniversary date is commonly used. Also, would be beneficial to specify which designate or whether it would be the Personnel Committee)*

All performance reviews are of a confidential nature and will be available to the Personnel Committee, the immediate supervisor where applicable, and the employee. The original document will be kept on the employee's file and a copy will be forwarded to the employee.

A salary increase is dependent on 1) the results of the performance appraisal and 2) current funding levels.

9. Hours of Work

Office hours will be from *(00:00 am – 0:00 pm, specific days of week, and will be open or closed during the lunch hour.)*

An employee's workweek will be specified in the letter of offer, and any changes to the workweek shall be at the discretion of the Board.

Full time employees shall be allowed one unpaid hour for lunch, and two fifteen minute rest periods per day, one in the morning and one in the afternoon. Part time employees shall be entitled to 1 rest period for every (# hours) worked.

Personal appointments (i.e. dentist, doctor, etc.) should be scheduled to least interfere with office hours. If an appointment is required during work hours, time must be made up or pay will be deducted.

In the event of a snowstorm where employees are unable to attend work due to the weather conditions, the time must be made up or pay will be deducted.

10. Employee Conduct

The primary obligation of each employee shall be to serve the clients of X-SSS in accordance with the policies and procedures of X-SSS.

Each employee shall hold him/herself responsible for the quality of his/her performance.

Each employee shall treat all information acquired in the course of his/her duties as confidential.

Each employee shall treat with respect the statement and actions of all co-workers and use only approved channels of communication to express personal judgment on these matters.

Each staff member shall work co-operatively with co-workers, giving due regard to their recognized areas of competence.

Each staff member shall clarify in public statement and/or actions whether he/she is speaking or acting as a designated representative of X-SSS, or on behalf of another organization, or as an individual.

All employees shall maintain a satisfactory standard of dress and general appearance appropriate to their duties, as determined by the Board.

The Personnel Committee or Board designate will deal with any conduct, which could not be considered ethical within the framework of this outline.

11. Attendance – Requirements & Reports

All scheduled workdays must be accounted for; if not pay will be deducted for unaccounted days.

An employee will notify the Personnel Committee or Board Designate if he/she will be absent from work.

Meal Coordinator(s) will submit monthly activity reports to the Board.

12. Annual Vacation

Employees are not entitled to take their annual vacation until after their first anniversary date (12 months of work). Requests to take annual vacation days prior to the anniversary date may be considered on a case by case basis by the Personnel Committee or Board designate.

All employees are required to take their annual vacation before their anniversary date thereafter.

Annual vacation may not be taken in segments of less than 1 week, unless special approval has been obtained from the Personnel Committee or Board designate.

All annual vacation time must be pre-authorized by the Board or designate.

Vacation time shall accrue as follows and will be prorated based on wages earned:

- a) All employees after 1 year of service shall receive 2 weeks vacation with pay which is equal to 4% of gross wages.
- b) All employees after 3 years of service shall receive 3 weeks vacation with pay, which is equal to 6% of gross wages.
- c) All employees after 6 years of service shall receive 4 weeks vacation with pay, which is equal to 8% of gross wages.

An employee who terminates his/her employment or is terminated from employment shall be paid vacation pay in accordance with their years of service.

13. General Holidays

All X-SSS employees shall be entitled to the following holidays with pay:

New Year's Day	January 1
Good Friday	April
Victoria Day	May
Canada Day	July 1
Civic Holiday	August
Labour Day	September
Thanksgiving Day	October
Remembrance Day	November 11
Christmas Day	December 25
Boxing Day	December 26

(Easter Sunday, August Civic Holiday, Remembrance Day and Boxing Day are not general holidays. Discretion to include these days as general holidays is determined by the Board)

For eligibility employees must:

- a) Earn wages for part or all of the 15 out of 30 calendar days prior to the holiday
- b) Be available for work on their regular working days prior to and after the holiday, and
- c) Report to work on the holiday if the employer requires it.

If a general holiday falls on a non-working day, the following working day shall be observed as a holiday or at a time mutually agreed by the employee and the Personnel Committee or Board designate.

14. Sick Leave

Employees shall earn 1 sick day per month. Any illness causing absence for a period of more than 3 days must be supported by a medical certificate and forwarded to the Board or designate on the day the employee returns to work.

Accumulated sick leave shall accumulate during the period of employment to a maximum of 15 working days.

Sick leave accumulated cannot be used for vacation purposes.

15. Compassionate Leave

The Personnel Committee shall grant leave with pay or Board designate to a maximum of 3 days in cases of death of an immediate family member. Immediate family consists of grandparents, mother, father, mother-in-law, father-in-law, son, daughter, husband or wife, and siblings.

16. Maternity Leave

Eligibility for 17 weeks of maternity leave is as per Human Resources Development Canada.

The employee must provide written notice to the Personnel Committee or Board designate at least 4 weeks prior to the start of maternity leave.

Human Resources Development Canada provides this benefit.

An employee who wishes to resume employment when the leave expires will be reinstated in her former position or in a comparable job with the same wages and benefits.

17. Parental Leave

An additional 35 weeks paid parental leave is available to mothers and/or fathers (including adoptive parents) as per Human Resources Development Canada.

Fathers may take parental leave at any time within 52 weeks of the child's birth or adoption. Written notice is required at least 4 weeks prior to the date on which parental leave will start.

18. Leave of Absence

Regarding federal and provincial elections, the time allowed for voting is 3 hours. In the event that the work hours conflict with voting time allowance then the X-SSS shall grant the employee leave with pay to ensure that the voting time of 3 hours is allowed.

Provincial election polls are open from 8:00 a.m. to 8:00 p.m. and for federal elections, the polls are open from 8:30 a.m. to 8:30 p.m.

Court leave – any employee subpoenaed as a witness to appear in court or whom is called upon for jury duty shall be given time off without pay to attend court as stated in the Jury Act 24.1(1).

Other leave – an employee not on probation, shall be entitled to apply in writing, for a leave of absence without pay. Permission for such a leave of absence without pay shall be at the discretion of Personnel Committee or Board designate.

19. Overtime

Permission to work overtime hours must be pre-authorized by the Personnel Committee or Board designate.

In the event of an emergency and/or unforeseen circumstances, or if prior approval is not possible, the overtime hours must be justified to the Personnel Committee or Board designate within 5 days. If no approval, time will be considered voluntary.

Overtime is calculated based on hours worked beyond standard hours of work (i.e. 8 hours per day or 40 hours per week). Overtime may be compensated by 1) paying at 1.5 times the employee's rate of pay or 2) the Personnel Committee or designate and the employee may agree in writing that the employee take paid time off during his/her regular office hours in lieu of overtime worked. The regular wage rate is paid for the time off.

Banked time must be used within a 3 month period.

All overtime must be documented and justified.

No more than 2 consecutive days of overtime may be taken at one time, unless exceptional circumstances exist. Coverage must be ensured.

20. Resignations

All employees are required to give 2 weeks notice of termination of employment. Unless the Personnel Committee or a Board designate agrees to accept a shorter notice, the final 2 weeks pay will not be paid if the employee fails to comply with this notice requirement.

21. Discipline, Suspensions, Dismissals, and Termination of Employment

The following conditions may lead to disciplinary action, dismissal, and/or termination of employment:

- A) Unsatisfactory job performance as evaluated by the Personnel Committee or Board designate
- B) Theft of property of a client or the employer
- C) Being on the job under influence of alcohol or drugs
- D) Making false entries on the organization's records
- E) Fighting
- F) Absence without leave
- G) Negligence and/or misuse of equipment
- H) Charge and/or conviction of a criminal offense
- I) Obtaining the employment on false pretenses
- J) Abuse of a client

Employees may be dismissed outright for "just cause". In the event of a dismissal for "just cause" there is no requirement for 2 weeks pay in lieu of notice.

In the event of termination of employment, for other than "just cause" X-SSS will give 2 weeks notice or 2 weeks pay in lieu of notice.

In the event of a decrease in funding, the Board will determine continuation of employment.

Based on the condition that generated the need for Board action, a system of progressive discipline may be used. The progressive discipline system follows:

1. Verbal reprimand by the Personnel Committee or designate as determined by the Board
2. Written reprimand, with record in file
3. 1 to 3 day suspension from work
4. Suspension for one week or longer
5. Discharge for cause.

When appropriate, alternatives to termination (i.e. treatment for alcohol abuse) shall be approved by the Board.

22. Grievance Procedures

The employee shall forward the complaint in writing to the Personnel Committee or Board designate. The Personnel Committee or Board designate is required to sign the grievance and then has 15 - 30 days to respond in writing.

23. Discrimination

According to the Manitoba Human Rights Commission, discrimination includes the following:

- Treating an employee or applicant for employment differently because of a protected characteristic, such as race or age, and without reasonable cause;
- Failing to reasonably accommodate the special needs of an employee that are based on a protected characteristic, such as religion, pregnancy or disability; and
- Treating someone differently based on generalizations about a group he/she belongs to, is presumed to belong to, or associates with, and not on the basis of personal merit.

The Human Rights Code expressly prohibits unreasonable discrimination on the basis of ancestry, including colour and perceived race; nationality or national origin; ethnic background origin; religion or creed; age, sex, including pregnancy; genderdetermined characteristics; sexual orientation; marital or family status; source of income; political belief; association or activity; and physical or mental disability.

An intention to discriminate is not required for discrimination to be found.

24. Harassment

The Human Rights Code prohibits harassment based on any of the protected characteristics including sex, race, religion, or sexual orientation.

It includes the following:

- A course of abusive and unwelcome conduct or comment made on the basis of a protected characteristic;
- A series of objectionable and unwelcome sexual solicitations or advances;
- An unwelcome sexual solicitation or advance made by a person who is in a position to confer or deny a benefit to the recipient; and
- A reprisal or threat of reprisal for rejecting a sexual solicitation or advance.

An employer who fails to take reasonable steps to terminate the harassment can also be held responsible for the harassment.

25. Reporting Requirements

Recording procedures as prescribed in X-SSS procedures and/or employee job descriptions are an expectation of the employee and are a condition of employment.

26. Travel – Policy and Regulations – Expense Reimbursements All out of area travel must be preauthorized by the Board or designate.

Rates shall be reimbursed as follows:

Breakfast (specify rate)
Lunch (specify rate)
Dinner (specify rate)

(It would be beneficial to specify rates and omit the following line: these costs will be receipt based and approved by the Board or designate.)

Breakfast may be claimed if the employee has been traveling on work related business at least 1 hour prior to the recognized time for the start of the employee’s day’s work; or if the employee is in travel status.

Lunch may be claimed if the employee is traveling on work related business, or is in travel status.

Dinner may be claimed if the employee has been traveling on work related business and is not expected to arrive back to his/her residence prior to 7:30 pm, were a meal break had not been taken, or is travel status.

Such claims will be reimbursed at actual amounts, or at the established rates, whichever is less.

Accommodations

Hotel accommodations shall be reimbursed based on actual costs, to a maximum of \$XX.00 plus taxes per night. Receipts are required. Any amount higher will be the responsibility of the employee, unless otherwise approved by the Personnel Committee or Board designate. Any costs for room service and other charges will be the responsibility of the employee.

Incidentals

Receipts must accompany other incidental costs incurred while on X-SSS business.

Mileage

Mileage will be paid at a rate of \$0.XX per km to an employee who uses his/her own vehicle for work purposes.

Procedures for Reimbursements

The Personnel Committee must approve all travel claims or Board designate.

Any employee who is convicted of a driving offense which leads to a suspension of driving privileges may have his/her employment terminated, as a valid driver’s license is a condition of employment. The Personnel Committee will deal with situations on a case-by-case basis or Board designate.

27. Confidentiality

Every employee shall treat all information pertaining to X-SSS and all clients in a confidential manner. All employees are required to sign an Oath of Confidentiality.

Files and written materials shall be stored or left in such a way or place that the public has no access to read or scan them. All files shall be locked and secured at the end of each working day.

28. Conflict of Interest

Employees shall not enter into any business partnership or undertaking that will result in a conflict in any manner with his/her employment or job performance. Should any conflict occur, the employee shall be requested to resign from either the X-SSS or his/her alternate undertaking.

29. Staff Development

Employees authorized to attend conferences, workshops or seminars are expected to attend. If they do not attend, they may be required to reimburse the X-SSS for all costs incurred; in addition they may be docked for those days unaccounted for.

Individuals may be encouraged to attend professional training and/or courses that are directly related to the job. Expenses incurred to attend courses/workshops may be cost shared by the employee and the X-SSS if negotiated with the Board or designate. Where cost sharing occurs, the time and money invested may be repaid by a commitment through the length of employment with X-SSS.

30. X-SSS Property

Equipment

A checklist of all equipment will be kept and updated. The Personnel Committee or Board designate must authorize the signing out of equipment to any persons outside the X-SSS and must be documented in writing. The borrower is responsible for the equipment until it is signed in.

X-SSS is not to be held responsible for lost or damaged equipment through negligence. The individual borrowing the equipment will be expected to file an insurance claim or reimburse the cost of the damaged equipment.

Files

All files are the property of X-SSS and must be stored in a safe and secure place at the end of each workday.

Office Keys

Office keys will be assigned to employees as determined by the Personnel Committee or Board designate. Keys for the office must be signed for by all employees upon receipt and returned prior to a final pay cheque being issued in the event of termination or resignation.

Library

A record will be kept of all books, films, and resource materials and each must be marked as the property of X-SSS and date stamped when received. All materials must be signed out when removed. Materials remain the responsibility of the borrower until such time as they are signed in again. Upon termination or resignation, all materials must be returned prior to release of the final pay cheque.

31. Amendments to the Policy Manual

These policies may be amended and are subject to ratification by the Board. The initiation of a proposed amendment may originate from the Board or employees. The Board must approve all amendments.

Notes:

1. All rates are prorated based on the number of hours worked.
2. Failure to adhere to this policy may result in the employee's immediate dismissal.

Appendix 7 SAMPLE Annual Organizational Activity Chart

Activity	Who	Yearly	Monthly/ Quarterly	Daily	As Needed
Review of financial statements	B*	✗	✗		
Approval of budget	B	✗			
Budget Monitoring	B		✗		
Review of fundraising plan	B	✗			
Election of Board Members	B	✗			
Board Orientation	B	✗			
Investigation of questions arising from the Board	S&B				✗
Record-Keeping (client files)	S			✗	
Paying Invoices	S or B		✗		
Adjustments	S or B	✗	✗		
GST Remittance	S or B		✗		
Preparation of Financial Report	S or B	✗	✗		
Statistics	S		✗		
Financial Audit	S or B	✗			
Fiscal year end	S&B	✗			
Renew Incorporation Papers	S or B	✗			
Service Planning (Evaluation of Goals & Objectives)	S&B	✗			
Grant Re-Application Form	S&B	✗			
Board Meetings	S&B		✗		

Payroll (Bi-weekly)	S or B				X
Receiver General Remittance	S or B		X		
T4 Slips (Feb 28)	S or B	X			
Record of Employment Forms (within 2 weeks)	S or B				X
TD1 Form (start of Employment)	S or B	X			
Employee Evaluation & salary review	B	X			
Supervision of adherence to policies and procedures	S&B			X	
Preparation of reports to the Board	S&B	X	X		
Reports to members, donors, funders	S&B				X
Lifeline client review	S		X		
Food safety inspection and certificate	B	X			
RHA payments	B		X		
Review of organizational policies and procedures	S&B	X			
Review of organizational programs	S&B		X		
Special events such as fundraising, membership drivers, open house, Christmas party	S&B				X

* S = Staff, B = Board

Appendix 8 Sample Annual Action Workplan

A GLIMPSE AT 2000-2001-Workplan

ACTIVITY	April	May	June	July	August	September	October	November	December	January	February	March
□												
□												
□												
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<input type="checkbox"/>												
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A GLIMPSE AT 2000-2001-Workplan (Sample)

	April	May	June	July	August	September	October	November	December	January	February	March
Current Programs**	As usual	As usual	As usual	As usual	As usual	As usual	As usual	As usual	As usual	As usual	As usual	As usual
Additional programs												
<input type="checkbox"/> Congregate Meals	Evaluation of existing programs Development of program at X EPH											
<input type="checkbox"/> Friendly Visiting training	Development of referral form	Mtg. With volunteers from 99 training session					Friendly Visitor volunteer workshop					
<input type="checkbox"/> Volunteers	Volunteer appreciation day April 14		Student volunteer evaluation			Student volunteer orientation						
<input type="checkbox"/> Promotion	Newsletter				Newsletter			Newsletter			Newsletter	
New Programs												
<input type="checkbox"/> 55 ALIVE driving program	April 4, 5, 6											
<input type="checkbox"/> Community Group Meetings	X EPH	Lodge			Evergreen Club	Friendship Centre	UCW	UCW				

□ “Steady as you Go”, fall prevention	Presentation to X EPH. Do article for Western Canadian	Presentation to Lodge			Presentation to Evergreen Club	Presentation to Friendship Centre	Presentation to UCW	Presentation to UCW				
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*Current Programs include (information, referral, completing forms, transportation, friendly visiting, home maintenance-general housekeeping, garbage pickup, yard work, vacation home check, snow removal, home repair, shopping, errands, telecheck, companions, electronic surveillance...)

Appendix 9 SAMPLE Board Development Matrix

Mark the strengths of current board members and identify the qualities and characteristics that new candidates should have. Enter the initials for each person and check the appropriate box below.

	Board Member Initials						Candidate Initials			
Expertise										
Accounting										
Fundraising										
HR Management										
Marketing										
Public Relations / Communications										
Strategic Planning										
Evaluation										
Other										
Advisors										
Law										
Technology										
Banking / Investments										
Physical Resource Management / Real Estate										
Other										
Qualities										
Commitment to Mission										
Critical Thinker										
Forward Thinking / Visionary										
Curious / speaks assertively										
Willing to Work / Delegate										
Community Connections										
Corporate										
Government										
Philanthropic										
Media										
Other										

Demographics											
Age											
Race											

Gender											
Constituency Represented:											
(List different categories of service users, members)											
Other:											

Source: Matrix a combination of examples from Centre for Professional Excellence, Createthefuture.com and Barb Gemmell Training & Consulting.

Appendix 10 Building Your Board for Increased Competency and Engagement

When building a competent and engaged board, you must:

- Identify Skills
- Identify People

1. Identify Skills – Building Board Competency

Recruitment Matrix:

- a) Maps all the skills, qualities, and assets that your board currently has that are relevant to doing the work of the board.
- b) Identifies any gaps that need to be filled.

2. Identify People – Building Board Engagement

Gettin' good players is easy. Gettin' 'em to play together is the hard part.

Casey Stengel

- a) Nurture and Develop potential board members – use committees and projects to develop required skills to ready key people for board responsibilities.
- b) Use the Proximity Method – helps identify people you would not have known about through your regular circle of acquaintances; moves you outside the box.
- c) Ask people to join for specific reason – outline why that particular person would benefit the board and what you expect them to accomplish.

Appendix 11 SAMPLE Orientation Manual Table of Contents

1. Table of Contents	<ul style="list-style-type: none"> - Contents of Manual - All pages numbered and dated
2. Mission Statement	<ul style="list-style-type: none"> - Include information about the organization's values and beliefs
3. History / Background	<ul style="list-style-type: none"> - Organization's history - Minutes and annual report/audit of the previous year - Brochures / other promotional material
4. Board Structure / Operations	<ul style="list-style-type: none"> - Meeting and special event information for current year (days, dates, locations) - Board and committee structure chart - Board agenda format - Board member position description
5. Bylaws	<ul style="list-style-type: none"> - Constitution - Bylaws
6. Policy Manual	<ul style="list-style-type: none"> - Framework policies and long-term strategy - Board governance policies - Operational policies
7. Financial Summary	<ul style="list-style-type: none"> - Annual budget - Annual audit - Insurance - Fiscal calendar - Summary of funding resources
8. Board Committees	<p>For each committee include:</p> <ul style="list-style-type: none"> - Committee Terms of Reference - Committee year end reports, goals and objectives for current year
9. Board List	<ul style="list-style-type: none"> - Name, position, length of service - Addresses and phone numbers

	- Biographies
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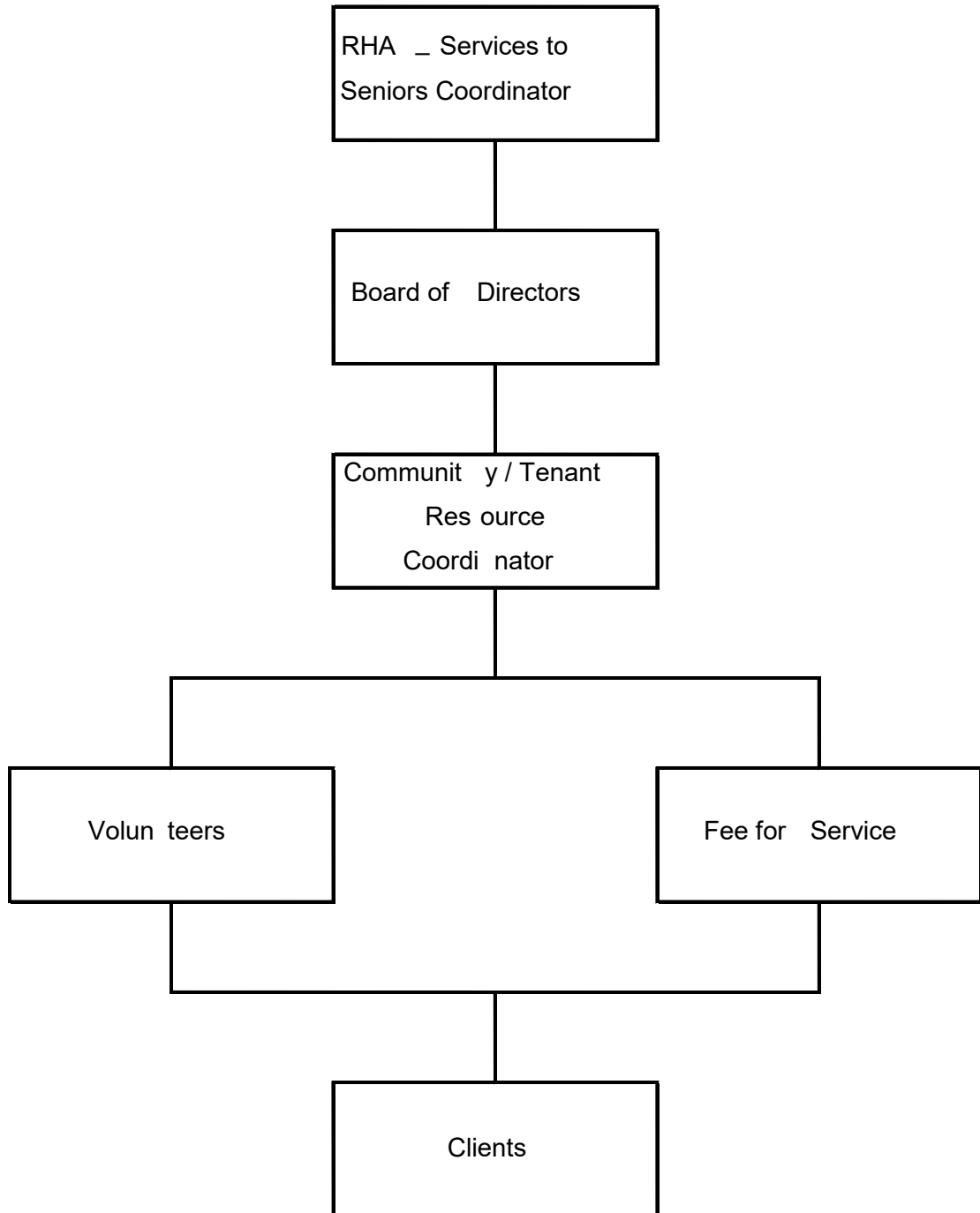
Appendix 12 SAMPLE Organization Chart

An organizational chart is a pictorial representation of formal authority relationships in an organization at one point in time. It shows where each person is placed in the formal structure. Such charts convey several characteristics of an organization:

- 1. The vertical authority relationships that exist between managers and employees.
- 2. The general type of work performed.
- 3. The different departments that do the work.
- 4. The formal communication channels.
- 5. The various levels of management.

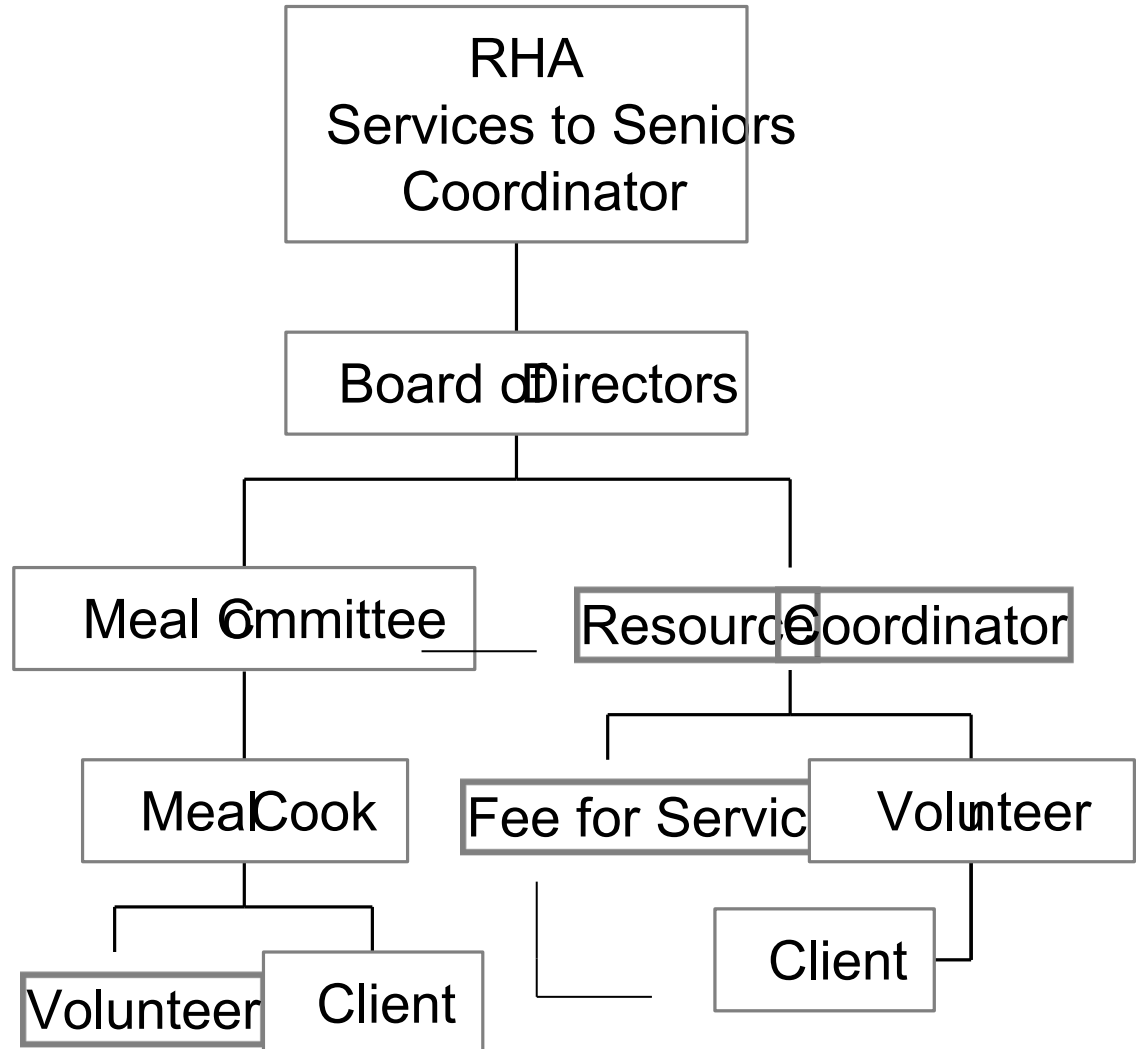
COMMUNITY RESOURCE COUNCIL or SENIOR RESOURCE FINDERS

Organizational Chart



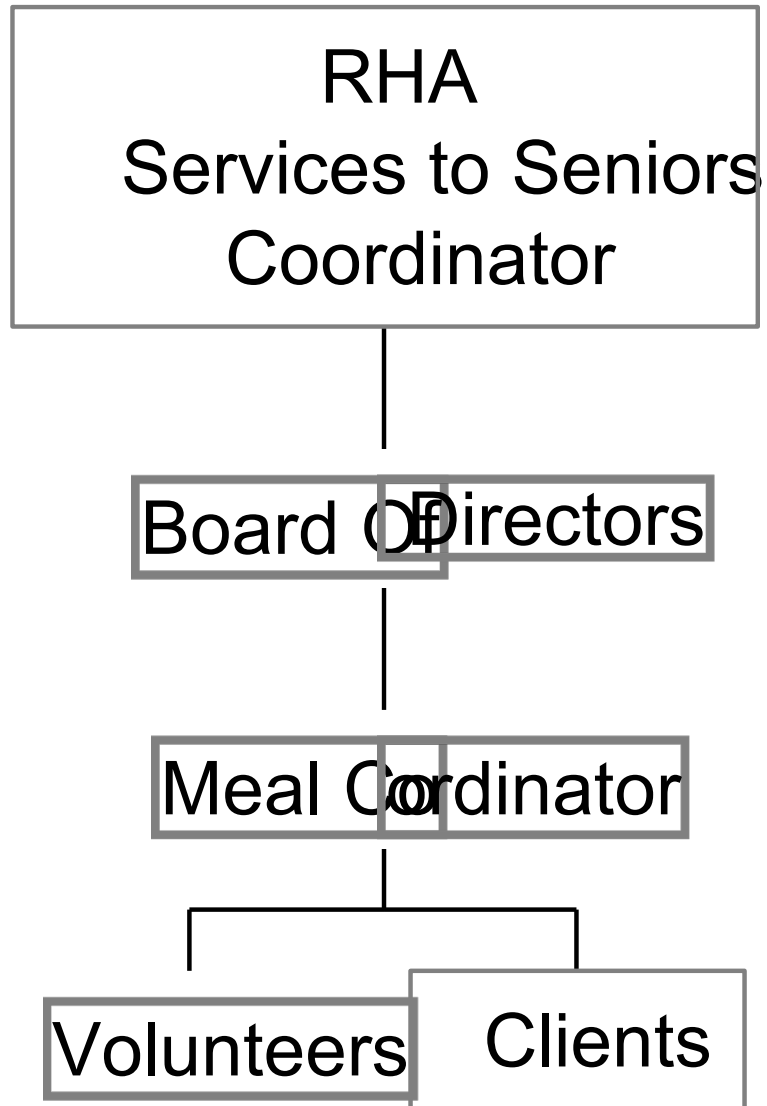
COMMUNITY RESOURCE COUNCIL/ SENIOR RESOURE FINDER & CONGREGATE MEAL PROGRAM

Organizational Chart



CONGREGATE MEAL PROGRAM

Organizational Chart



Appendix 13 Position Descriptions Template

Position Title

The formal position of the successful applicant.

Organization Name

The name of your organization.

Position Objective

Describe the general nature, purpose and objective of both the organization and the job. Capture the broad scope of the position in no more than three or four sentences.

Duties and Responsibilities

Identify functions that are essential to meeting the objectives of the position, and secondary requirements. These should be differentiated in the position description. List each duty and responsibility of the position as specifically as possible. Each statement should begin with an action verb describing the activities. Examples of actions verbs: performs, drives, cooks, coaches, monitors, plans, delivers, supervises, recommends, analyzes, paints, weeds, answers, trains, verifies, sells, organizes, files.

Qualifications and Requirements

Identify the minimum qualifications needed to perform the essential elements of the position: education, languages, experience, credentials, skills, and knowledge. Draw attention to any critical expertise or skills. Say whether experience will be viewed as equivalent to formal education requirements.

Be careful not to inflate the qualifications for the position. If only a high school education is necessary, make this the minimum requirement rather than a university degree.

Lines of Communication

Identify where the position fits within the hierarchy of your organization.

Special Working Conditions

Are there any unique working conditions that the candidate should know about – for example, a non-office environment or working with violent clients? It is also useful to mention commitments your organization has to pay equity and/or employment equity.

Salary and Benefits

You may want to identify the starting salary or pay range and benefit entitlements that are associated with the position. Mention whether the salary is fixed or falls within a range. If it is negotiable, what factors will influence it? For example, is it dependent upon experience? Job seekers prefer knowing as accurately as possible how much you expect to pay them.

Contact

Provide a contact name for applications and information about how job seekers can get in touch – telephone and fax numbers, e-mail and mailing address.

**SAMPLE
POSITION DESCRIPTION**

1. IDENTIFYING INFORMATION

Organization:	Working Title: Community Resource/Senior Resource / Tenant Resource Coordinator
Jurisdiction:	Incumbent's
Name: (as outlined in constitution)	
Accountability: (Employer)	

2. GENERAL POSITION SUMMARY

Summarize the overall purpose of the position. (This should be one or 2-sentence capsule of the positions primary purpose or reason for existing.)

The overall purpose of the position is to coordinate Support Services that are available and accessible to seniors and persons with disabilities, which will assist them in maintaining their independent living status.

Support Services in the basic living category may include but is not limited to: transportation, escort, shopping errands, friendly visiting, tele-check, companion, meals, home maintenance including general housekeeping, heavy cleaning, home repair, garbage pickup and vacation home check.

3. POSITION DUTIES AND RESPONSIBILITIES

List in order of importance the major responsibilities of the position. (For each responsibility describe what is done. Attach an additional sheet if required.)

Program Planning

- Assist the Community Resource Council/Senior Resource Finders in identifying program objectives.
- Gather data and survey needs of seniors within the Community Resource Council/Senior Resource Finders' jurisdiction.
- Determine resources required that meet the needs of the seniors and persons with disabilities.
- Assist Community Resource Council/Senior Resource Finders with development of program strategies and promotional plans.
- Develop and maintain job descriptions for volunteers.
- Identify skills required by volunteers to provide support services.
- Develop volunteer recruitment strategies.

Implement Services

- Recruit, interview and orient volunteers and service providers.
- Identify and arrange training for volunteers.
- Place volunteers, coordinate and assign work based on client need and volunteer interest.
- Monitor volunteer and fee for service provider performance and attain feedback to assure client satisfaction.
- Ensure recognition for efforts of volunteers. **Administrative Duties**
- Handle daily correspondence.
- Compile (monthly/quarterly/yearly) statistics for the Community Resource Council/Senior Resource Finder and Regional Health Authority.
- Maintain a current record keeping system on clients, volunteers and fee for service providers.
- Prepare written reports as required.
- Assist with budget preparation and monitoring.
- Attend Board meetings as required by the employer.
- Maintain liaisons with community agencies, services and the Regional Health Authority.
- Communicate with the community as required by the Community Resource Council/Senior Resource Finders.
- Maintain client confidentiality.

Evaluate Programming

- Assist Community Resource Council/Senior Resource Finders in reviewing program effectiveness.
- Make recommendations on policies, practices and procedures to the Board.
- Identify specific concerns or issues related to the program and communicate these problems to the Personnel Committee or Board designate.

Such other duties as may be determined by the Community Resource Council/Senior Resource Finders in keeping with its objectives.

4. QUALIFICATIONS AND EXPERIENCES

- Possess strong leadership skills.
- Ability to establish and maintain good working relationships with seniors, the general public, volunteers and others.
- Possess good oral and written communication skills
- Computer experience in word processing and spreadsheets would be an asset.
- Knowledge of the aging process.
- Ability to organize volunteer activities.
- Maintain good office practices and a current filing system.
- Supply own car and have valid driver's license.
- Successful applicant will be subject to criminal record check.
- Minimum Grade 12 or GED

5. OTHER COMMENTS

A Community Resource/Senior Resource Coordinator is also responsible for providing information to seniors and persons with disabilities, making referrals to other professional organizations and assisting seniors and persons with disabilities in completing forms e.g. Old Age Security.

A Community Resource/Senior Resource Coordinator must demonstrate interest and a willingness to attend professional development.

Employee's signature

Date

Employer's signature

Date

(Date)

POSITION DESCRIPTION

1. IDENTIFYING INFORMATION

Organization: _____ **Working Title:** Congregate Meal Coordinator
Area: _____ **Incumbent's Name:** _____
Accountability: (Employer)

2. GENERAL POSITION SUMMARY

Summarize the overall purpose of the position. (This should be one or 2-sentence capsules of the positions primary purpose or reason for existing.)

The overall purpose of this position is to provide nutritious meals and social support to seniors and persons with disabilities in a congregate dining setting, which assists them in maintaining their independence and remaining in their community.

3. POSITION DUTIES AND RESPONSIBILITIES

List in order of importance the major responsibilities of the position. (For each responsibility describe what is done, why it is done and how it is done. Attach an additional sheet if required.)

Meal Service

- Plan daily menu following the Canada's Food Guide. Prepare grocery list and do shopping.
- Initiate and supervise the preparation of the food. Assure a pleasant meal atmosphere.
- Adhere to the Sanitation Code for Canada's Foodservice Industry. Ensure that facilities and equipment are cleaned regularly.
- Adhere to the health and safety regulations of the Community Resource Council/Senior Resource Finders and Province of Manitoba.
- All perishable food items to be dated.
- Complete weekly checks of freezer and storage room to ensure rotation of food stock.
- Assist with meal delivery where appropriate.

Volunteers

- Schedule and notify volunteers.
- Encourage meal participants and community volunteers to assist with the meal program, including meal planning, shopping, meal preparation, serving, clean up and book keeping.
- Keep attendance records of participants and volunteers.

Financial

- Collect money for meals.
- Assist in periodic pricing of meals to ensure quality and variety of meals are being provided in a cost effective way.
- Keep a record of all purchases and other expenses (equipment, postage etc.).

Personnel

- Maintain a neat, clean personal appearance.
- Maintain communication and good working relationship with participants, volunteers, the Community Resource/Senior Resource Coordinator and the Community Resource Council/Senior Resource Finders.
- Maintain client confidentiality.
- Record (monthly/quarterly/annual) statistics and submit to Board and the Regional Health Authority.
- Report any concerns or repairs in writing to the Community Resource/Senior Resource Coordinator or Community Resource Council/Senior Resource Finders for consideration. If not resolved, issues should be forwarded to the Board of Directors.
- Follow Congregate Meal Program guidelines and adopt any policies that fit the needs of your local and specific areas.
- Meal Coordinator hours of work are 5 hours per day. Attend committee or Board meetings upon request.
- Keep record of working hours, sick time etc. and forward to Community Resource/Senior Resource Coordinator or Community Resource Council/Senior Resource Finder

Council.

The Congregate Meal Coordinator may coordinate volunteers to assist with any one of the above responsibilities.

Such other duties as may be determined by the Board in keeping with its objectives.

4. QUALIFICATIONS AND ABILITIES

- Experience in food preparation for large groups (restaurant, service clubs).
- Basic knowledge of Canada's Food Guide.
- Ability to coordinate and schedule volunteers.
- Willingness to learn about special cooking, dietary needs or food preparation for seniors.
- Must be willing to take a Food Handling Certificate.

5. OTHER COMMENTS:

Attend staff training and development when appropriate

6. SUPERVISORY RESPONSIBILITY

Meal Coordinator oversees volunteers to ensure meal program standards are being met.

Employee's Signature

Date

Employer's Signature

Date

Appendix 14 SAMPLE Behavior Based Interview Questions

1. Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
2. Describe a time when you were faced with a stressful situation that demonstrated your coping skills.
3. Give me a specific example of a time when you used good judgment and logic in solving a problem.
4. Give me an example of a time when you set a goal and were able to meet or achieve it.
5. Tell me about a time when you had to use your presentation skills to influence someone's opinion.
6. Give me a specific example of a time when you had to conform to a policy with which you did not agree.
7. Please discuss an important written document you were required to complete.
8. Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.
9. Tell me about a time when you had too many things to do and you were required to prioritize your tasks.
10. Give me an example of a time when you had to make a split second decision.
11. What is your typical way of dealing with conflict? Give me an example.
12. Tell me about a time you were able to successfully deal with another person even when that individual may not have personally liked you (or vice versa).
13. Tell me about a difficult decision you've made in the last year.
14. Give me an example of a time when something you tried to accomplish and failed.
15. Give me an example of when you showed initiative and took the lead.
16. Tell me about a recent situation in which you had to deal with a very upset customer or co-worker.
17. Give me an example of a time when you motivated others.
18. Tell me about a time when you delegated a project effectively.
19. Give me an example of a time when you used your fact-finding skills to solve a problem.
20. Tell me about a time when you missed an obvious solution to a problem.
21. Describe a time when you anticipated potential problems and developed preventive measures.
22. Tell me about a time when you were forced to make an unpopular decision.
23. Please tell me about a time you had to fire a friend.
24. Describe a time when you set your sights too high (or too low).

Typical Job Interview Questions

(These questions include both traditional and behavioral interview questions)

1. How would you describe yourself?
2. What specific goals, including those related to your occupation, have you established for your life?
3. How had your college experience prepared you for a business career?
4. Please describe the ideal job for you following graduation.
5. What influenced you to choose this career?
6. At what point did you choose this career?
7. What specific goals have you established for your career?
8. What will it take to attain your goals, and what steps have you taken toward attaining them?
9. What do you think it takes to be successful in this career?

10. How do you determine or evaluate success? Give me an example of one of your successful accomplishments.
11. Do you have the qualifications and personal characteristics necessary for success in your chosen career?
12. What has been your most rewarding accomplishment?
13. How would you describe yourself in terms of your ability to work as a member of a team?
14. What motivates you to put forth your greatest effort?
15. Given the investment our company will make in hiring and training you, can you give us a reason to hire you?
16. Would you describe yourself as goaldriven?
17. What short-term goals and objectives have you established for yourself?
18. Can you describe your long-range goals and objectives?
19. What do you expect to be doing in five years?
20. What do you see yourself doing in ten years?
21. How would you evaluate your ability to deal with conflict?
22. Have you ever had difficulty with a coworker? How did you resolve the conflict?
23. Tell me about a major problem you recently handled. Were you successful in resolving it?
24. What quality or attribute do you feel will most contribute to your career success?
25. What personal weakness had caused you the greatest difficulty in school or on the job?
26. How will the academic program and coursework you've taken benefit your career?
27. Which college classes or subjects did you like best? Why?
28. Are you the type of student for whom conducting independent research has been a positive experience?
29. What plans do you have for continued study?
30. Describe the characteristics of a successful manager.
31. Why did you decide to seek a position in this field?
32. Why did you decide to seek a position in this company?
33. Do you have a geographic preference?
34. Why do you think you might like to live in the community in which our company is located?
35. Would it be a problem for you to relocate?
36. To what extent would you be willing to travel for the job?
37. Tell me about the salary range you're seeking.
38. Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way?
39. Give me a specific example of a time when you used good judgment and logic in solving a problem.
40. By providing examples, convince me that you can adapt to a wide variety of people, situations and environments.
41. Describe a time when you were faced with problems or stress that tested your coping skills.
42. Give an example of a time in which you had to be relatively quick in coming to a decision.
43. Describe a time when you had to use your written communication skills to get an important point across.
44. Give me an example of an important goal which you had set in the past and tell me about your success in reaching it.
45. Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.
46. Give me an example of a time when you were able to successfully communicate with another person even when that individual may not have personally liked you (or vice versa).

47. Sometimes it's easy to get in "over your head". Describe a situation where you had to request help or assistance on a project or assignment.
48. Describe a situation where others you were working with on a project
50. Tell of a time when you worked with a colleague who was not completing his or her share of the work. Who, if anyone, did you tell or take to about it? Did the manager take any steps to correct your colleague? Did you agree or disagree with the manager's actions?
51. Describe a situation in which you had to arrive at a compromise or guide others to a compromise.
52. What steps do you follow to study a problem before making a decision?
53. We can sometimes identify a small problem and fix it before it becomes a major problem. Give an example (s) or how you have done this.
54. In a supervisory or group leader role, have you ever had to discipline or counsel an employee or group member? What was the nature of the discipline? What steps did you take? How did that make you feel? How did you prepare yourself?
55. Recall a time from your work experience when your manager or supervisor was unavailable and a problem arose. What was the nature of the problem? How did you handle that situation?
56. Recall a time when you were assigned what you considered to be a complex project. Specifically, what steps did you take to prepare for and finish the project? Were you happy with the outcome? What one step would you have done differently if given the chance?
57. What was the most complex assignment you have had? What was your role?
- disagreed with your ideas. What did you do?
49. Describe a situation in which you found that your results were not up to your professor's or supervisor's expectations. What happened? What action did you take?
58. How was your transition from high school to college? Did you have any particular problems?
59. Tell of some situations in which you have had to adjust quickly to changes over which you had no control. What was the impact of the change on you?
60. Compare and contrast the times when you did work which was above the standard with times your work was below the standard.
61. Describe some times when you were not very satisfied or pleased with your performance. What did you do about it?
62. What are your standards of success in school? What have you done to meet these standards?
63. How have you differed from your professors in evaluating your performance?
How did you handle the situation?
64. Give examples of your experiences at school or in a job that were satisfying. Give examples of your experiences that were dissatisfying.
65. What kind of supervisor do you work best for? Provide examples.
66. Describe some projects or ideas (not necessarily your own) that were implements, or carried out successfully primarily because of your efforts.
67. Describe a situation that required a number of things to be done at the same time. How did you handle it? What was the result?
68. Have you found any ways to make school or a job easier or more rewarding or to make yourself more effective?

69. How do you determine priorities in scheduling your time? Give examples.
70. Tell of a time when your active listening skills really paid off for you – maybe a time when other people missed the key idea being expressed.
71. What has been your experience in giving presentations? What has been your most successful experience in speech making?
72. Tell of the most difficult customer service experience that you have ever had to handle – perhaps an angry or irate customer. Be specific and tell what you did and what was the outcome?
73. Give an example of when you had to work with someone who was difficult to get along with. Why was this person difficult?
How did you handle that person?
74. Describe a situation where you found yourself dealing with someone who didn't like you. How did you handle it?
75. Give me a specific example of something you did that helped build enthusiasm in others.
76. Tell me about a difficult situation when it was desirable for you to keep a positive attitude. What did you do?
77. Give me an example of a time you had to make an important decision. How did you make the decision? How does it affect you today?
78. Give me an example of a time you had to persuade other people to take action. Were you successful?
79. Tell me about a time when you had to deal with a difficult person. How did you handle the situation?
80. Tell me about a time you had to handle multiple responsibilities. How did you organize the work you needed to do?
81. Tell me about a time when you had to make a decision, but didn't have all the information you needed.
82. What suggestions do you have for our organization?
83. What is the most significant contribution you made to the company during a past job or internship? 84. What is the biggest mistake you've made?
85. Describe a situation in which you had to use reference materials to write a research paper. What was the topic? What journals did you read?
86. Give me a specific example of a time when a co-worker or classmate criticized your work in front of others. How did you respond? How has that event shaped the way you communicate with others?
87. Give me a specific example of a time when you sold your supervisor or professor on an idea or concept. How did you proceed? What was the result?
88. Describe the system you use for keeping track of multiple projects. How do you track your progress so that you can meet deadlines? How do you stay focused?
89. Tell me about a time when you came up with an innovative solution to a challenge your company/class/organization was facing. What was the challenge? What role did others play?
90. Describe a specific problem you solved for your employer or professor. How did you approach the problem? What role did others play? What was the outcome?

Appendix 15 SAMPLE Reference Check Forms

Applicant Name:

Employment Details	
Organization Name	
Name of Contact	
Your Relationship to the Applicant <i>(e.g. co-worker, direct supervisor, friend)</i>	
Employment Dates	from to Month Year Month Year
Position Held	
Major Job Duties	
Reason for Leaving	

Please rate each of the following factors:

1. Needs Improvement
2. Meets Requirements
3. Exceeds Expectations

Factor	Rating			Comments
	1	2	3	
Skills/Knowledge of their job <i>(have a good understanding of what their responsibilities are)</i>				
Quality and Quantity of Work <i>(consistently completes all work as assigned to a satisfactory level)</i>				
Attendance <i>(sick time use is reasonable.)</i>				
Punctuality <i>(Reports to and leaves work as scheduled, adheres to breaks time limits)</i>				
Planning/ Organization <i>(Ability to prioritize, delegate, manage projects)</i>				
Problem Solving/ Decision Making <i>(Solves problems; asks for assistance when required.)</i>				

Initiative (<i>Displays interest in gaining knowledge; incorporates new knowledge into work; participates in service area projects/initiatives, is a self-starter.</i>)			
Relations with clients/ customers (<i>exhibits good customer service</i>)			
Communication skills – Oral/ Written (<i>utilizes appropriate methods of communication, communicates information appropriately</i>)			
Cooperation/ Teamwork (<i>works cooperatively with as well as establishing, maintaining positive relationships with coworkers</i>)			
Ability to Work under Pressure			
Flexibility (<i>Ability to adapt to changing conditions/ systems</i>)			
Leadership (<i>Ability to lead/ motivate</i>)			
Conflict Resolution Skills			
Overall Performance			
Is there evidence of ongoing learning			_____ Yes _____ No
Would you re-hire this individual			_____ Yes _____ No If no, please explain:

Applicant Strengths:

Opportunities for Improvement:

Additional Comments:

Form Completed By

Title

Date

Appendix 16 Sample Performance Assessment Form

Community Resource/Senior Resource Coordinator

Employee Name: _____

Board Member: _____

Date of Employment: _____

Appraisal Date: _____

CRC/SRF = Community Resource/Senior Resource Finder Coordinator self-evaluation
BM = Board Member

RATING CODE:

5= OUTSTANDING

- consistently exceeds standards for performance
- assertive and self-directed
- role model for others
- demonstrates effective decision-making abilities

4= SUPERIOR

- consistently meets standards for performance
- requires assistance infrequently
- demonstrates very good understanding of methods and procedures

3= COMPETENT

- consistently meets standards for performance
- requests appropriate guidance for decision-making

2= DEVELOPMENTAL

- requires supervision and assistance to meet the standards of performance -
requires further development to achieve competent performance

1= UNSATISFACTORY

- does not meet standards for performance even with supervision, guidance
and coaching

1. NEEDS ASSESSMENT

- a) Assists the Board to identify needs
- b) Maintains contact with community to identify needs

2. PROGRAM DEVELOPMENT

- a) Develop a plan to meet identified needs
- b) Implement plans approved by the Board

3. SERVICE COORDINATION

Administration

- a) Plan and monitor budget
- b) Handle correspondence
- c) Compile statistics
- d) Financial – payroll, reports and bookkeeping

Volunteer Management

- a) Develop job descriptions
- b) Recruit and interview volunteers
- c) Orientation and placement of volunteers
- d) Monitor work done by the volunteers
- e) Ongoing supervision of volunteers

- f) Volunteer Recognition

Program Management

**APPRAISAL
CRC/SRF BM**

CONGREGATE MEAL PROGRAM (CMP)

- a) Recruit Meal Coordinator, and assistant cook as needed and provide training
- b) Supervise, assist and evaluate staff
- c) Manage volunteers
- d) Type monthly menus and reports

TRANSPORTATION PROGRAM

- a) Recruit and orientate new drivers
- b) Keep records of all transportation requests
- c) Contact drivers to arrange for requested trips
- d) Collect transportation fees from clients

HOME MAINTENANCE PROGRAM

- a) Maintain information files on local service providers available to seniors
- b) Contact service providers to arrange services for clients
- c) Keep statistical records

**APPRAISAL
CRC/SRF BM**

HOME MAINTENANCE PROGRAM

- a) Maintain information files on local service providers available to seniors
- b) Contact service providers to arrange services for clients
- c) Keep statistical records

FRIENDLY VISITING PROGRAM

- a) Recruit and interview volunteer visitors
- b) Match volunteers with clients
- c) Follow-up

4. BOARD LIASON

- a) Prepare monthly Board Information packages including agenda, minutes and monthly reports
- b) Assist in preparation of annual grant application and other funding requests as needed
- c) Evaluate programs and recommend changes to the Board

5. PUBLIC RELATIONS

- a) Develop public relations material
- b) Make public presentations
- c) Work with other agencies
- d) Work with families

Performance Appraisal Meal Coordinator

Employee Name: _____

Board Member: _____

Date of Employment: _____

Appraisal Date: _____

E = Employee's self-evaluation

CRC/SRF = Community Resource/Senior Resource Finder Coordinator's evaluation (if applicable)

BM = Board Member

RATING CODE:

5= OUTSTANDING

- consistently exceeds standards for performance
- assertive and self-directed
- role model for others
- demonstrates effective decision-making abilities

4= SUPERIOR

- consistently meets standards for performance
- requires assistance infrequently
- demonstrates very good understanding of methods and procedures

3= COMPETENT

- consistently meets standards for performance
- requests appropriate guidance for decision-making

2= DEVELOPMENTAL

- requires supervision and assistance to meet the standards of performance - requires further development to achieve competent performance

1= UNSATISFACTORY

- does not meet standards for performance even with supervision, guidance and coaching

A. MEAL SERVICE

1. Prepare menu.
 - Regular discussion of menu selections with Community Resource/Senior Resource Coordinator.
 - Encourage feedback from participants.
 - Submits new menu to Community Resource/Senior Resource Coordinator during last week of month.

2. Ensure adequate supplies are available.
 - Prepare grocery lists, arrange for delivery or shopping.
 - Menu items are checked daily in preparation for the next meal day so shortages do not occur.

3. Meals are prepared according to menu and on schedule.
 - Menu is followed as written.
 - Nutritious, tasty meals are prepared for serving at 12 noon or 5:00 pm.

4. Operate within established cost limits.
 - Portion control is understood and followed.
 - Waste is minimal.

5. Special dietary needs are known.
 - Dietary restrictions are adhered to.
 - Assistant cook is kept informed of any changes in clients' diets.

6. Dietary likes/dislikes of clients are considered where possible.
 - Clients concerns are listened to and requests granted if reasonable.

7. Maintain sanitary practices.
 - Adhere to health and safety regulations.
 - Cleaning of kitchen and dining area is supervised.

8. Maintain pleasant social meal atmosphere. - Encourage interaction with clients.

- Provide appropriate decorations for holidays.

**PERFORMANCE
RESPONSIBILITIES**

**APPRAISAL
E CRC/SRF BM**

B. BOOKKEEPING

1. Keep accurate records

- Daily revenue is recorded and deposits are made
- General ledger and bank book are balanced on a monthly basis
- Monthly financial reports are submitted to Community Resource/Senior Resource Coordinator
- Expenses are discussed with Community Resource/Senior Resource Coordinator
- Record of working hours submitted every two weeks

C. STAFF RELATIONS

1. Maintain a good working relationship with staff and volunteers

- Work well with assistant cook
- Train and supervise volunteers
- Encourage volunteers to sign up on a regular basis
- Recognize volunteer contributions
- Discuss any problems with Community Resource/Senior Resource Coordinator

D. PERSONAL

1. Appearance

- maintains a neat and clean appearance

2. Work habits

- attendance at work is regular and punctual
- manages time wisely

3. Continuing education

- participates in appropriate workshops

Signature of Witness

Date

Appendix 17 Template for Developing a Budget for a Volunteer Program

Expenses

1. Salary of coordinator _____
 2. Salaries of other staff members assisting with program _____
 3. Training for new volunteer staff (internal or external) _____
 4. Transportation expenses (local/mileage) _____
 5. Printing and photocopying:
(for surveys, planning documents, recruitment materials
Interviewing, training orientation, supervision, evaluation,
records and forms.) _____
 6. Postage:
(for surveys, recruitment materials, correspondence
related to recognition, e.g. thank you letters.) 7. _____
 - Recognition gifts:
(For gifts, certificates, plaques, awards.) 8. _____
 - Special events for recognition:
(For food, decoration, flowers, etc.) _____
 9. Food:
(Refreshments for meetings, etc.) 10. Office space
and equipment: _____
(Desks, computers, space if rented, etc.) 11. _____
 - Telephone:
(Cost of line, local and long distance calls, internet) 12. _____
 - Insurance:
(General liability, etc.) _____
 13. Materials and supplies:
(Office supplies, nametags, signage, uniforms, etc.) _____
 14. Enabling funds (what it takes to allow the volunteers to volunteer)
 Transportation (mileage, pickup, etc. if not covered in above) _____
 Child care (while the volunteer is on duty) _____
 Refreshments or meals (if not covered in above) _____
 Other _____
 15. Other expenses or overhead (not covered above) _____
- Total Expense for Volunteer Program** _____

Income

1. Grants and donations:
(Include tax-deductible expenses for which you did not
reimburse the volunteer and for which you have a record) _____

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