

POLICY TYPE: GOVERNANCE

POLICY NO: GOV 1

POLICY TITLE: Relationship of board to Membership

Date of Adoption: August 25, 2001

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

Canadian Parents for French – Newfoundland and Labrador (CPF-NL) Board of Directors acts in trusteeship on behalf of the membership (as defined in the mission statement), and serves as the legitimising connection between the total community and the organisation. Therefore it will govern with one voice through written policies with an emphasis on Ends rather than means.

The job of the Board of CPF-NL is to achieve the mission in a prudent and ethical way.

POLICY TYPE: GOVERNANCE	POLICY NO: GOV 2
POLICY TITLE: Board's Role	
Date of Adoption: August 25, 2001	
Board Secretary's affirmation of official board	
Action adopting this policy: Mary Marshall	

The role of the Board is to uphold the mission of Canadian Parents for French National Association (CPF) in determining and demanding appropriate organisational performance, and to serve as a link between CPF-NL and its members, volunteers, and the public it serves. To distinguish the Board's unique role from that of the employees, the Board will concentrate its efforts on:

1. Establishing governing policies that, at the broadest levels, address:
 - a) Ends, outcomes, recipients, and their relative worth (what good for which needs at what cost).
 - b) Executive Limitations: constraints on executive authority that establish the prudence and ethical boundaries within which all executive activity and decisions must take place.
 - c) Governance Process: how the Board conceives, carries out and monitors its own task.
 - d) Board-Executive Director Relationship: how power is delegated and its use monitored; (the Executive Director's role, authority and accountability).
2. Identifying and recruiting potential Board members with adequate skills and expertise who are representative of the social diversity of the country.
3. Evaluating the Executive Director's performance.

POLICY TYPE: GOVERNANCE	POLICY NO: GOV 3
POLICY TITLE: Board Meetings	
Date of Adoption: August 25, 2001	
Date of Revision: March 5, 2004	
Board Secretary's affirmation of official board	
Action adopting this policy: Mary Marshall	

Board meetings are for the single task of getting the Board's job done.

Conduct of Board Meetings

1. Meetings will be conducted according to *Robert's Rules of Order*.
2. Meetings will start on time and Board members are expected to be present and prepared.
3. Board members are obligated to prepare for meetings and to participate productively in discussion, always within the boundaries of discipline established by the Board.
4. Lack of preparation on the part of individual Board members shall not impede the remaining members of the Board from proceeding with a discussion, decision and action on any item.
5. Time frames shall be honoured. The chairperson shall inform the meeting five minutes before the end of the time period to determine whether the meeting will:
 - a) extend the discussion on the agenda item, and by what amount of time
 - b) table the discussion on the agenda item,
 - c) apply *Roberts Rules of Order*
6. Responsibility areas and time frames shall be determined and shall be recorded by the Secretary prior to moving away from the item.
7. Meetings will be open to the public except when an in camera session is officially announced by the president. In camera sessions will only be used in accordance with the following process:
 - (a) Any Board member may request an in camera session, but the reason must be stated in writing and submitted to the president;
 - (b) The Board may include no one else or any one else it chooses;
 - (c) Authority to declare the session is vested in the president unless overridden by a simple majority vote; and,
 - (d) Where possible, announcement of the in-camera session shall be on the published agenda.
8. The Board is the sole authority over its own agenda.
9. Only those issues that are within the Board's chosen area of responsibility shall consume Board time.
10. Meetings of the Board shall be at the call of the President, and shall be advertised at least three weeks in advance, except in emergency situations in which case discretion and common sense shall prevail.
11. Attendance is mandatory. Except where prior notice of a force majeure has been given to the President, non-attendance at two consecutive meetings will be grounds for cessation of Directorship. Attendance at less than 60% of all meetings in a year will be considered grounds for cessation of Directorship.
12. The President will cause an agenda to be developed and published in advance of all Board meetings.
13. The Secretary shall liaise with the Executive Director to ensure that minutes of meetings of the Board are recorded, published as soon as possible after the meeting and ratified at the following Board meeting. In the interim, the intent of motions approved by the Board may be acted upon. Chapter Presidents are to receive board minutes within two weeks of ratification.
14. Board members are to use the most cost-efficient means to travel to and from board meetings to be determined in consultation with the Executive Director.

POLICY TYPE: GOVERNANCE

POLICY NO: GOV 4

POLICY TITLE: Agenda

Date of Adoption: August 25, 2001

Date of Revision: March 5, 2004

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

An agenda shall be prepared in advance of each meeting

The **President** shall prepare and distribute (via email) a draft agenda for comment, amendment, or adjustment at least *three weeks* in advance of the scheduled date of the meeting.

Directors shall provide agenda items and comments to the President within *one week* of the President's transmitting the agenda.

The **President** shall finalise and distribute the agenda at least *two weeks* prior to the scheduled date of the meeting.

It is agreed that Board members will make themselves available either before or after scheduled Board meetings for ongoing training.

Agenda Items

All background information relating to agenda items shall be distributed (and received) at least one week in advance of the scheduled date of the meeting OR be included with the final agenda.

Items for the agenda shall be accepted only if they are clearly consistent, from a provincial perspective, with the mission statement of CPF. The agenda shall follow the following format and contain the following information:

- date and location of meeting
- call to order
- adoption of agenda
- adoption of previous minutes
- Monitoring (Reports)
- Board Policies
- Membership Linkage (Communications from Chapters, Task force reports, projects, liaison reports)
- Ends
- information items
- Board Evaluation
- Adjournment

The agenda shall identify:

- time frames
- Director responsible for each item
- status of materials: emailed, circulated, distributed, available at meeting, etc.

Agenda items sent by email shall be identified as such within the subject line.

POLICY TYPE: GOVERNANCE

POLICY NO: GOV 5

POLICY TITLE: Governing Manner & Style

Date of Adoption: August 25, 2001

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

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

Governing Manner/Style Specifics

In order to fulfil its mandate effectively, the Board will

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

POLICY TYPE: GOVERNANCE

POLICY NO: GOV 6

POLICY TITLE: Board roles and responsibilities

Date of Adoption: August 25, 2001

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

President's Role

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

President's Responsibilities and Duties

Specifically, the President will:

1. Ensure that the Board behaves according to its own rules and those legitimately imposed upon it from outside the association, by:
 - a) Chairing all meetings of the Board of Directors;
 - b) Keeping meeting discussion focussed on those issues that, according to Board policy, clearly fall within the Board's domain; and
 - c) Ensuring that deliberation is fair, open and thorough, but also efficient, timely, orderly and kept to the point.
2. Make decisions that fall within Governance Process and Board-Executive Director Relationship Policies, except where the Board specifically delegates portions of this authority to others. The President will use reasonable interpretations of the provisions in these policies; however, the President has no authority to make decisions concerning policies created by the Board regarding Ends and Executive Limitations;
3. Represent the Board to outside parties in announcing Board-stated positions and in stating his or her decisions and interpretations within the areas delegated to the President;
4. Promote the visibility and financial stability of CPF-NL;
5. Act as chief spokesperson for CPF-NL;
6. Provide support and advice to paid staff through the Executive Director; and
7. Assume responsibility and accountability for any tasks identified for the President in the by-laws.

Officers' Roles

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

President

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

Vice President

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

Secretary

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

Board Member's Role

Authority and responsibility

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

Requirements for Board membership

Requirements of Board membership include:

1. Commitment to the goals of the organization;
2. Knowledge and skills relevant to the work of the Board;
3. Willingness to carry out the responsibilities and duties of a Board member as defined by Board policies; and
4. Membership in CPF-NL.

Board Member's Term

Directors are elected by the membership at the Annual General Meeting for a two-year term.

Board Member's General Duties and Responsibilities

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

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

Liaison with Chapters

1. Each member of the Board shall liase, on behalf of the Board, with designated Chapter Presidents to:
 - Establish rapport;
 - Receive information;
 - Provide information; and
 - Provide feedback to the Branch Board.
2. Board information to be provided shall be identified by the Board.

POLICY TYPE: GOVERNANCE	POLICY NO: GOV 7
POLICY TITLE: Board Committee Principles	
Date of Adoption: August 25, 2001	
Board Secretary's affirmation of official board	
Action adopting this policy: Mary Marshall	

Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to Executive Director.

Limitation of Board Committees' Authority

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

Purpose of Board Committees

Board committees are to help the Board do its job, not help the staff do its job. Committees will assist the Board chiefly by preparing policy alternatives and implications for Board deliberation. Board committees are not to be created by the Board to advise staff.

Relationship of Board Committees to the Organisation

1. If a Board committee is used to monitor organisational performance in a given area, the same committee will not have helped the Board create policy in that area. This is to prevent committee identification with organisational parts rather than the whole.
2. Committees will be used sparingly and ordinarily in an ad hoc capacity.
3. This policy applies to any group that is formed by board action, whether or not it is called a committee and regardless whether the group includes board members. It does not apply to committees formed under the authority of the Executive Director.
4. The Executive Director is an ex-officio member of all Board committees.

POLICY TYPE: GOVERNANCE	POLICY NO: GOV 8
POLICY TITLE: Standing Committees	
Date of Adoption: August 25, 2001	
Board Secretary's affirmation of official board	
Action adopting this policy: Mary Marshall	

Board standing committees are those set out below:

Nominations

See Policy No. GOV 11

By-laws

The Board of Directors shall either appoint, or act as a by-laws committee to set appropriate guidelines for continuous review of the by-laws of CPF-NL. The by-laws committee shall table a statement at each Annual General Meeting that the by-laws have been reviewed.

POLICY TYPE: GOVERNANCE	POLICY NO: GOV 9
POLICY TITLE: Ad Hoc Committees	
Date of Adoption: August 25, 2001	
Board Secretary's affirmation of official board	
Action adopting this policy: Mary Marshall	

Ad Hoc Committees of the Board

The Board of Directors may appoint ad hoc committees from time to time for specific purposes. These ad hoc committees shall automatically terminate after a year unless given a definite renewed mandate by the Board. The terms of reference shall be clearly identified by the Board.

CPF Operational Committees

All other committees of CPF-NL are operational committees under the jurisdiction of the Executive Director. Board members who serve on such committees do so as volunteers and not as Board members.

POLICY TYPE: GOVERNANCE	POLICY NO. GOV 10
POLICY TITLE: Use of Corporate Name	
Date of Adoption: August 25, 2001 Date of Revision: March 9, 2002 Board secretary's affirmation of official board action adopting this policy: Mary Marshall	

To ensure consistency in the use of the Corporate Name, "*Canadian Parents for French*":

- (a) The form of the name for the branch will be 'Canadian Parents for French' followed by a hyphen and the name of the branch ('Canadian Parents for French – Newfoundland and Labrador');
- (b) The form of the name for a chapter will be 'Canadian Parents for French' followed by a hyphen and the name of the chapter (e.g. 'Canadian Parents for French - Gander Chapter');
- (c) That new Chapters will first seek the permission of the Board to use the corporate name, "Canadian Parents for French" (See POLICY NO. GOV 16).

POLICY TYPE: GOVERNANCE

POLICY NO. GOV 11

POLICY TITLE: Nominations Committee

Date of Adoption: August 25, 2001

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

A strong Nominations Committee is essential to creating and maintaining a strong Board. The Nominations Committee should include at least two board members (one being the Committee Chair, the other the Vice-Chair), and at least two non-board members to add a wider perspective. To ensure continuity, the new Chair of the Nominations Committee should be selected from Board members with at least a year of previous involvement. The mandate of the committee is to recruit potential Board members and to present the nominees to the Board and to the membership. The Committee will also organize the election at the Annual General Meeting.

Duties of the Nominations Committee:

- to develop and maintain records of Board and Board committee members, including information on skills, interests, experience, Board-related orientation and training, and terms of service;
- to work with the Board Chair to identify future Board needs;
- to work with the Board Chair to identify the strengths and weaknesses of the Board;
- to identify necessary selection criteria for recruiting new Board members;
- to gather and to generate names of prospective Board members;
- to research and to screen prospective Board members;
- to recommend to the Board a list of possible Board nominees;
- to work with the Board Chair to make sure that proper nomination and election procedures are followed in accordance with the Bylaws and the nominations process;
- to review bylaws, policies and procedures on recruitment, selection, assessment and training of Board members, and to make recommendations for change to the Board on an annual basis; and
- to ensure that the effectiveness of both the Board and individual Board members is assessed on a regular basis.

Individual Board members contribute to Board recruitment by:

- providing suggestions for prospective Board members;
- cultivating future prospective Board members; and
- helping with recruitment activities as needed.

Members of the organization contribute to Board recruitment by:

- providing suggestions for prospective Board members to the Nominations Committee; and
- considering letting their own name stand for election.

The Board Chair may:

- be a member of the Nominations Committee;
- assist the Nominations Committee by offering his or her opinion about what member qualities the Board may require in the future; and
- assist with approaching Board nominees.

1. Immediately after the Annual General Meeting (“AGM”), the Board appoints the Chair and individuals to serve on the Nominations Committee. The Committee first reviews the bylaws and policies related to Board recruitment. Their recruitment plan must not contravene CPF-NL’s bylaws.
2. The Board Chair records those Board members who are leaving the Board because they have completed their terms and confirms that the remaining Board members are committed to remaining on the Board. The Board Chair also consults with members who have not fulfilled their responsibilities and asks them about leaving the Board, if appropriate. Board members eligible for re-election according to the Bylaws for an

additional term are evaluated before being invited to serve an additional term. An additional term should not be automatic.

Appendix “A” to Nominations Committee Policy No. GOV 11

1. The Nominations Committee assesses the qualities of current Board members, and considers what strengths will be lost as members complete their term.
2. The Nominations Committee considers the short- and long-term plans of the organization and any special Board qualities that are required to carry out these plans.
3. The Nominations Committee develops the selection criteria for prospective Board members, and discusses the selection criteria with the entire Board.
4. The Nominations Committee requests suggestions for suitable prospective Board members from a variety of sources.
5. The Nominations Committee researches all of the prospective Board members in more depth, and chooses suitable candidates to nominate.
6. The Nominations Committee may ask the Board to approve the list of Board nominees, although the Board will usually simply accept the Nominations Committee’s recommendations.
7. The Nominations Committee designs a customized approach for recruiting each individual nominee, and assigns a recruiter or recruitment team to approach each board nominee.
8. The Recruiters carry out the recruitment plan and invite interested Board nominees to stand for election.
9. The Nominations Committee shall circulate the list of nominees and qualifications in a summarized form to attendees at least thirty (30) days before the Annual General Meeting.

Late Nominations

1. Potential candidates for any vacant position on the Board of Directors may be proposed by forwarding the names of the potential candidates to the Nominations Committee 90 days prior to the start of the AGM in any given year.
2. Potential candidates for any vacant position remaining on the Board of Directors may be proposed within 90 days and up to 45 days prior to the AGM in any given year in the following manner:
 - (a) Nominations must be supported by a minimum of two (2) recognized Chapters, representing at least forty (40) members in total;
 - (b) Nominations must be accompanied by a personal resume and written consent of the nominee and signed by the Chapter Presidents and one other member in good standing in each of the two (2) Chapters.
 - (c) Any nomination so received, together with one candidate for each position put forward by the Nominations Committee, will be presented to the AGM for election.
3. The qualifications of each of the candidates will be presented in a standardized form to each Branch delegate attending the AGM as well as to the Board of Directors at least 30 days prior to the AGM.
4. Each of the candidates will be presented to the voting members at the AGM by the Nominations Committee.
5. Adequate ballots will be provided to the voting members to permit an elimination system of voting. For example, if five (5) candidates are presented to the voting members at the AGM to fill two (2) positions, there will be three sets of elimination votes, with the one candidate with the least votes being eliminated each time.
6. The Board Chair welcomes new Board members to the Board. New Board members are oriented to the Board and assigned specific roles.
7. The Board may invite unsuccessful nominees to fill other roles within CPF-NL that complement their qualities.

POLICY TYPE: GOVERNANCE	POLICY NO: GOV 12
POLICY TITLE: Membership	
Date of Adoption: August 25, 2001	
Date of Revision: March 9, 2002	
Board Secretary's affirmation of official board	
Action adopting this policy: Mary Marshall	

Members and services to members are a #1 priority of CPF at all levels. Without members, our Mission and Vision have no life. Membership, and membership development, must remain a priority focus of CPF.

A. MEMBERSHIP

Membership is open to any adult person who is interested in furthering the object of CPF and whose application for admission as a member has been processed in accordance with procedures established by the Board of Directors. There are two forms of membership:

1. Voting members
2. Associate Member Organizations

The right to membership shall become active upon processing of the membership fee. If any member is in arrears for fees or assessments, such membership shall be automatically terminated upon expiration of the membership period and such member shall thereafter be entitled to no membership privileges or powers in Canadian Parents for French until the membership fee has been received and processed.

1. Voting Members

- a. A voting member is an adult person who has paid the appropriate membership fee and whose application has been accepted under the voting member designation. A maximum of two adult persons of a member household shall be deemed voting members.
- b. A voting member shall have the right to vote at the Chapter Annual General Meeting. Only Voting Members may be, or be nominated to be, Directors or Delegates.

2. Associate Member Organization

A national, provincial or local body may become an Associate Member Organization (AMO) in order for such organization to endorse the goals and activities of Canadian Parents for French. The AMO is entitled to newsletters and other designated reports or mailings sent to the organization headquarters. The AMO is entitled to send representatives to Canadian Parents for French Annual General Meetings as non-sponsored, non-voting delegates. AMO status confers no right to vote.

B. MEMBERSHIP FEES

The membership fee for a one-year voting membership shall be \$25.00 per household
The membership fee for a three-year voting membership shall be \$60.00 per household

The annual membership fee for an Associate Member Organization shall be \$60.00

C. MEMBERSHIP LIST

The only official membership list shall be that as compiled by the National Office, and the Branches will provide information to the National Office to maintain an updated list on a regular basis.

Occasionally the membership list will be made available by National to other groups or agencies to offer our members benefits or education-related information. Use of the list will be carefully regulated and only permitted

under a contract between CPF National and the other group or agency specifying confidentiality and one-time authorization. Every member will be provided the opportunity to have his or her name removed from such mailing.

D. MEMBERSHIP CARDS

One membership card per Voting Member or Associate Member Organization, shall be issued in each membership period. A valid membership card shall be proof of CPF membership.

1. The membership card shall outline CPF communications, selected information and indicate the member's first level of communications if the membership was received directly by the National Office or by the Branch.
2. Branches and Chapters are still encouraged to send a formal welcome, along with committee or Board recruitment letters.

E. PROCESSING OF MEMBERSHIPS

1. Membership forms shall be forwarded to National Office within one (1) week of receipt by the Chapter or Branch. Individuals purchasing a membership shall be issued a purchase receipt by individual(s) authorized to do so by each chapter upon receipt of membership fees.
2. The turn-around time for processing of memberships at the National Office shall be five (5) working days. Branches will forward the relevant information to the Chapter membership volunteer or appropriate Chapter contact within five (5) days of receipt of updated membership information.
3. Membership information will be available to Branches for downloading on a continuous, ongoing basis. Branches will provide Chapters with access to a complete Chapter membership list on a regular basis, but no less than four (4) times per year.
4. At a minimum, new members will receive from the National Office, in consultation with the Branch offices
 - (a) Welcome letter
 - (b) Membership card
 - (c) Membership number
 - (d) List of services available to members only
 - (e) Contact information sheet
5. At a minimum, new members will receive a newsletter from the Branch office containing the following information:
 - (a) Branch contact information
 - (b) Chapter contact information
 - (c) List of Branch services available to members
6. The renewal process will be started through the National Office at least two (2) months prior to expiry.

F. MEMBERSHIP FEE DISTRIBUTION

The membership fee will be divided on the following basis:

- (a) 65% of the fee to the Chapter;
- (b) 25% of the fee to the Branch;
- (c) 10% of the fee to the National Office.

G. MEMBERSHIP DEVELOPMENT

Financial and human resources will be made available for membership development and training at the National, the Branch and the Chapter levels.

POLICY TYPE: GOVERNANCE	POLICY NO: GOV 13
POLICY TITLE: Conflict of Interest	
Date of Adoption: August 25, 2001	
Board Secretary's affirmation of official board	
Action adopting this policy: Mary Marshall	

The board commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

Accordingly,

1. Members must represent unconflicted loyalty to the interests of the organization. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any board member acting as a consumer of the organization's services.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a. There must be no self-dealing or any conduct of private business or personal services between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to inside information.
 - b. When the board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
 - c. Board members must not use their positions to obtain employment for themselves, family members, or close associates. Should a member desire employment, he or she must first resign.
 - d. Members will annually disclose their involvements with other organizations, with consultants, with partners, or any other associations that might produce a real, potential or apparent conflict.
 - e. Board members should not place themselves or have the appearance of placing themselves in the position of participating in decision-making at the municipal/Chapter or Provincial/Branch level which influences decisions at the Provincial/National level and vice versa unless no other alternative is available.
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
 - a. Members' interaction with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly board-authorized.
 - b. Members' interactions with public, press, or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.
 - c. Members will give no consequence or voice to individual judgements of Executive Director or staff performance.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature.

POLICY TYPE: GOVERNANCE

POLICY NO: GOV 14

POLICY TITLE: Charitable Donation Receipts

Date of Adoption: August 25, 2001

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

1. Any Chapter of CPF-NL which has registered with Revenue Canada as a registered charity may issue a charitable donation receipt for a donation made to it in its own name and retain all of the donation, and will be responsible for filing appropriate financial reports with Revenue Canada.
2. Any Chapter of CPF-NL which has **not** registered with Revenue Canada as a registered charity and which receives a donation, will:
 - (a) Have the cheque made out to CPF-NL
 - (b) Send the cheque to the Provincial Office.
3. The office will immediately send a cheque to the Chapter and write a receipt to the donor.

POLICY TYPE: GOVERNANCE

POLICY NO: GOV 15

POLICY TITLE: Teacher and Affiliated Organizational Support

Date of Adoption: August 25, 2001

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

The Board values the support of French teachers and affiliated organizations in the promotion of French as a second language in Newfoundland and Labrador.

Any French teacher or organization affiliated with CPF-NL may apply for funding to organize a project, develop a program or attend an event. The Branch Office **will not** fully fund projects/programs/events, but rather proceed on the basis of cost-sharing them as this funding is extremely limited. To be considered for this funding, a proposal must be sent to the Executive Director for review and analysis at least four weeks before the project/program/event et al. is to start. Funding approval will be delivered to the intended recipient within two weeks after receipt of the proposal in the Branch Office. Within three weeks after project/program/event completion, the recipient must provide the Executive Director with a Final Activity Report and a financial statement.

Proposals must clearly demonstrate how the program/project/event meets at least two of the criteria listed below. Proposals meeting more than two of these criteria will have a greater chance of acceptance. The criteria are as follows:

- Offer fun and/or French educational activities for students; or
- Promote the French language in our province and amongst our students; or
- Benefit our schools and its student population; or
- Provide training for French teachers.

Only those teachers teaching French or organizations affiliated with CPF-NL may apply for this funding.

POLICY TYPE: GOVERNANCE	POLICY NO: GOV 16
POLICY TITLE: Application for Chapter Status	
Date of Adoption: August 25, 2001	
Date of Revision: March 9, 2002	
Board Secretary's affirmation of official board	
Action adopting this policy: Mary Marshall	

Please see Chapter Application Guide and Application Form.

POLICY TYPE: GOVERNANCE

POLICY NO: GOV 17

POLICY TITLE: Setting-up and Maintaining Chapter Status in Newfoundland and Labrador

Date of Adoption: August 25, 2001

Date of Revision: March 9, 2002

Date of Revision: March 5, 2004

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

HOW TO SET UP A CPF CHAPTER IN NEWFOUNDLAND AND LABRADOR

- Have at least 10 CPF members in good standing (paid)
- Appoint a Chapter Contact person to communicate with the Branch Office
- Establish an executive of at least four (President or Chapter Contact, Vice-President, Treasurer and Secretary)
- Apply to Canadian Parents for French – Newfoundland and Labrador for Chapter status by completing the application form provided by POLICY NO. GOV 16.
- Set up a bank account in the Chapter name (“Canadian Parents for French - _____ (Your school, town or district) Chapter”) with at least two signing officers, one of whom must be the Treasurer.

TO MAINTAIN CPF CHAPTER STATUS

- Maintain a membership of at least 10 CPF members in good standing (paid)
- Have regularly scheduled meetings and an Annual General Meeting with an election and submit a chapter profile
- Organize activities in accordance with the organization's mission statement.
- Keep CPF-NL informed of any changes to your executive
- Submit Volunteer Hours Forms on a monthly basis
- Support the objectives of CPF-NL
- Operate in accordance with the rules and regulations relating to the management of CPF-NL
- Maintain communication within CPF-NL – read and respond to all correspondence

POLICY TYPE: GOVERNANCE

POLICY NO: GOV 18

POLICY TITLE: Chapter Profile

Date of Adoption: August 25, 2001

Date of Withdrawal: March 9, 2002

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

POLICY TYPE: GOVERNANCE

POLICY NO: GOV 19

POLICY TITLE: Chapter Financial Statements

Date of Adoption: August 25, 2001

Date of Withdrawal: March 9, 2002

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

POLICY TYPE: GOVERNANCE

POLICY NO: GOV 20

POLICY TITLE: Chapter Funding and Membership Fees

Date of Adoption: August 25, 2001

Date of Revision: March 9, 2002

Date of Revision: March 5, 2004

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

1. Any recognized chapter of CPF-NL may apply for funding under the Chapter Support Program, Youth Mentor Program, Parent Instructional Program, La Semaine de la Francophonie funding or any other program by providing the appropriate information as outlined in the program guidelines.
2. Chapters that satisfy the requirements in the respective program will be forwarded the approved funding as outlined in the program guidelines.
3. Chapters will be required to deposit membership fees and other funds received from CPF-NL for each program within eight (8) weeks of receipt of the cheque. If after eight weeks, the cheque has not been cashed, and only after written notification has been made to the Chapter President by CPF-NL, the Executive Director has the authority to stop payment on the cheque.

POLICY TYPE: GOVERNANCE

POLICY NO: GOV 21

POLICY TITLE: Awards and Scholarships

Date of Adoption: August 25, 2001

Date of Revision: March 9, 2002

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

1. CPF-NL will offer the following awards each year:
 - a. Volunteer of the Year
 - b. Core French Student of the Year
 - c. French Immersion Student of the Year
 - d. Core French Teacher of the Year
 - e. French Immersion Teacher of the Year
2. The CPF-NL Board of Directors will decide the selection process on an annual basis.
3. There will be only one winner for each award.
4. Each winner will be awarded a prize as stipulated by each respective Award Guidelines.

POLICY TYPE: GOVERNANCE

POLICY NO: GOV 22

POLICY TITLE: Volunteer Hours Submission

Date of Adoption: April 15, 2002

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

1. All official chapters of CPF-NL are required to collect Individual Log Forms on a monthly basis from individuals making contributions-in-kind through time, financial or other means. All Individual Log Forms submitted to chapters shall be compiled into one Chapter Log Form and, subsequently, submitted to the Branch Office on a monthly basis.
2. On a monthly basis all Officers and Directors of the Branch Board of Directors are required to submit a Volunteer Hours Form to the Branch Office outlining their contributions for Branch activities.

POLICY TYPE: GOVERNANCE

POLICY NO: GOV 23

POLICY TITLE: Professional Development for the Branch Board of Directors

Date of Adoption: April 15, 2002

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

Any Branch Board of Director may apply for professional development to assist them in their duties with CPF-NL. Requests for professional development opportunities for the Branch Board of Directors must meet the following guidelines:

1. The requests, in writing, shall not exceed \$400 in a fiscal year; and
2. The requests shall provide the Board of Director with skills that can be used throughout the Board of Directors' term of office with CPF-NL.

POLICY TYPE: GOVERNANCE	POLICY NO: GOV 24
POLICY TITLE: Board and Staff Travel	
Date of Adoption: September 9, 2005	
Board Secretary's affirmation of official board	
Action adopting this policy: Jordan Wright	

Board and Staff Travel

CPF-NL will follow the Treasury Board of Canada Secretariat travel policy whenever and wherever possible.

Board members and staff will be reimbursed for reasonable expenses within the following entitlements for authorized travel on organizational business. Exceptions will be considered where expenses cannot be kept within the entitlements. You must explain the circumstances on the claim and attach receipts.

All requests for reimbursement of expenses must be duly completed using the designated form, with all receipts, and submitted within three weeks of the date of the expenditures. If a request for reimbursement is not received within three weeks, it will be assumed that the individual will not be requesting reimbursement.

Transportation

The following modes of transportation are considered acceptable for organizational business travel.

- Economy air;
- Privately Owned Vehicle;
- Rented Vehicles;
- Taxis.

Meals and Incidental Expenses

A per diem rate is provided for the cost of meals.

Breakfast:	\$12.20
Lunch:	\$11.75
Dinner:	\$32.65

The total meal allowance per day is \$56.60. Receipts are not required.

Incidental expenses will be reimbursed at a rate of \$17.30 per day. Receipts are not required.

Other Expenses

The following expenses may also be reimbursed if proper documentation is provided.

- Long distance/local telephone calls (Business);

Travel by Privately Owned Vehicle

The use of a privately owned vehicle will not be authorized if commercial transportation would be more reasonable and practical.

With prior authorization you may use a privately owned vehicle for travel on organizational business. Reimbursement is \$0.475 for travel within the province of Newfoundland and Labrador. Reimbursements will also be provided for expenses associated with ferries, bridge, road, tunnel tolls and parking.

Accommodations

Commercial accommodation will be provided while on organizational business. Every effort must be made to stay at reasonably priced accommodations while on organizational business.

The rate payable for private non-commercial accommodation is \$50 per night.

Board Member (Volunteer) Attendance at Organizational Functions

The role of board members, individually and collectively, is to represent CPF-NL in demanding and determining organizational performance. As such, board members, individually or collectively, will be required to travel to represent CPF-NL at functions such as Annual General Meetings, Conferences, Board Meetings and Training Sessions. Those required to travel will be reimbursed solely for the above-noted expenses associated with representing CPF-NL. Under no circumstance will a board member (volunteer) be reimbursed for lost salary or lost vacation. Board members must make every effort to receive approval from their Employer to take leave well in advance of the function so as to provide an alternate board member adequate time to request leave from his/her Employer to represent CPF-NL at the function.

POLICY TYPE: EXECUTIVE LIMITATIONS	POLICY NO: E.L. 1
POLICY TITLE: General Executive Constraint	
Date of Adoption: August 25, 2001	
Board Secretary's affirmation of official board	
Action adopting this policy: Mary Marshall	

General Executive Constraint

The Executive Director, will not cause or allow any practice, activity, decision or organizational circumstance that is illegal, imprudent, in violation of commonly accepted codes of ethics or inconsistent with the mission of Canadian Parents for French.

Administrative Clarity

The Executive Director may not operate without:

Procedures to assure operational/administrative continuity.

Operational policies and procedures known and available to employees.

Emergency Executive Succession

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

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY NO: E.L. 2

POLICY TITLE: Volunteer and Employee Treatment

Date of Adoption: August 25, 2001

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

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

1. Operate without written personnel policies that clarify personnel rules for volunteers and staff, provide for effective handling of grievances and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
2. Discriminate against any staff member for expressing an ethical dissent.
3. Prevent staff from grieving to the board when
 - (a) Internal grievance procedures have been exhausted; and
 - (b) The employee alleges either that
 - (i) Board policy has been violated to his or her detriment; or
 - (ii) Board policy does not adequately protect his or her human rights.
4. Fail to acquaint staff with their rights under this policy.

POLICY TYPE: EXECUTIVE LIMITATIONS	POLICY NO: E.L. 3
POLICY TITLE: Financial Planning & Condition	
Date of Adoption: August 25, 2001	
Board Secretary's affirmation of official board	
Action adopting this policy: Mary Marshall	

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

Accordingly, the Executive Director shall not:

1. Cause or allow budgeting that contains too little information to permit:
 - (a) Accurate projection of revenues, expenses and cash flow;
 - (b) Separation of capital and operational items;
 - (c) Disclosure of planning assumptions; and
 - (d) Adequate audit trail.
2. Incur expense in any fiscal year that exceeds revenues received, unless there is reasonable certainty that revenues to cover any shortfall will be received within four (4) months.
3. Reduce current cash assets at any time to less than a safety reserve of sixty (60) days' operating costs unless otherwise approved by the Board.
4. Fail to allocate an appropriate amount for Board prerogatives, such as fiscal audits, Board development, and Board meetings.
5. Allow any funds received by the organization and under the jurisdiction of the Executive Director to be held in a manner that would fail to ensure maximum benefit to the organization.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY NO: E.L. 4

POLICY TITLE: Asset Protection

Date of Adoption: August 25, 2001

Date of Revision: March 9, 2002

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

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

Accordingly, the Executive Director shall not:

1. Fail to insure or implement acceptable risk management techniques:
 - a) Against theft and casualty losses to cover replacement value; and
 - b) Against liability losses to Board members, employees or CPF-NL itself, in any amount greater than the average for comparable organizations.
 - c) Unnecessarily expose CPF-NL, its Board, volunteers or employees to claims of liability.
2. Make any capital purchase or contract for services over \$2,000 without obtaining at least three (3) quotations.
3. Make any capital purchase or contract for services wherein protection has not been given against conflict of interest.
4. Fail to protect intellectual property, including information.
5. Establish short-term operating line(s) of credit that:
 - a) Extend beyond one-year;
 - b) Exceed three (3) months' of operating expenses;
 - c) Have other than operating assets pledged against line(s) of credit;
 - d) Are used for other than operational requirements.
6. Enter into long-term borrowing or long-term lease arrangements without prior approval of the Board
7. Allow any individual to have complete authority over a financial transaction.

POLICY TYPE: EXECUTIVE LIMITATIONS	POLICY NO: E.L. 5
POLICY TITLE: Compensation and Benefits	
Date of Adoption: August 25, 2001 Board Secretary's affirmation of official board Action adopting this policy: Mary Marshall	

With respect to employment, compensation and benefits for employees and contract workers, the Executive Director shall not cause or allow the fiscal integrity or public image of CPF-NL to be jeopardised.

Accordingly, the Executive Director shall not:

1. Change his or her own compensation and benefits.
2. Establish compensation and benefits that deviate materially from the current geographical or professional market for the skills employed.
3. Establish or change staff benefits in a manner that would:
 - a) Cause unfunded liabilities to occur or commit CPF-NL to benefits which create a significant risk of major increase in future costs; or,
 - b) Provide less than the basic level of benefits prescribed by the *Newfoundland Labour Code*.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY NO: E.L. 6

POLICY TITLE: Communication & Support to the Board

Date of Adoption: August 25, 2001

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

With respect to providing communication and support to the Board, the Executive Director shall not permit the Board to be uninformed or misinformed.

Accordingly, the Executive Director shall not:

1. Neglect to submit monitoring data required by the Board in an agreed-upon fashion.
2. Let the Board be unaware of relevant trends, significant legal issues, anticipated adverse media coverage or significant external and internal changes, particularly changes in the assumptions upon which any previous Board policy has been established.
3. Fail to advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Executive Director Relationship, particularly in the case of Board behaviour that is detrimental to the relationship between the Board and the Executive Director.
4. Fail to deal with the Board as a whole except when:
 - a) Fulfilling individual requests for information;
 - b) Responding to officers or committees duly charged by the Board; or
 - c) Briefing and advising senior officers between meetings of the Board.
5. Fail to report in a timely manner any actual or anticipated non-compliance with any policy of the Board.
6. Fail to supply for the consent agenda all items delegated to the Executive Director, yet required by law or contract to be board-approved, along with the monitoring assurance pertaining thereto.

POLICY TYPE: BOARD-EXECUTIVE DIRECTOR LINKAGE	POLICY NO: LINK 1
POLICY TITLE: Unity of Control	
Date of Adoption: August 25, 2001	
Date of Revision: March 5, 2004	
Board Secretary's affirmation of official board	
Action adopting this policy: Mary Marshall	

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

Accordingly:

1. Decisions or instructions of individual board members, officers, or committees are not binding on the Executive Director except in rare instances when the board has specifically authorized such exercise of authority.
2. In the case of board members, committees or individual members in good standing requesting information or assistance without board authorization, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time or funds, or are disruptive.

POLICY TYPE: BOARD-EXECUTIVE DIRECTOR LINKAGE

POLICY NO: LINK 2

POLICY TITLE: Accountability of the Executive Director

Date of Adoption: August 25, 2001

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

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

Accordingly:

1. The board will never give instructions to persons who report directly or indirectly to the Executive Director.
2. The board will refrain from hiring or evaluating, either formally or informally, any staff other than the Executive Director.
3. The board will view Executive Director performance as identical to organisational performance, so that organisational accomplishment of board-stated Ends and avoidance of board-proscribed means will be viewed as successful Executive Director performance.
4. All operational committees under the Executive Director's jurisdiction, except those dealing with staff-specific issues, shall have volunteer representation.

POLICY TYPE: BOARD-EXECUTIVE DIRECTOR LINKAGE

POLICY NO: LINK 3

POLICY TITLE: Delegation to the Executive Director

Date of Adoption: August 25, 2001

Board Secretary's affirmation of official board

Action adopting this policy: Mary Marshall

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

Accordingly:

1. The board will develop policies instructing the Executive Director to achieve certain results, for certain recipients, at a specified cost. These policies will be developed, and will be called *Ends policies*.
2. The board will develop policies that limit the latitude the Executive Director may exercise in choosing the organisational means. These policies will be developed, and they will be called *Executive Limitations policies*.
3. As long as the Executive Director uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the Executive Director is authorised to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and Executive Director domains. By doing so, the board changes the latitude of choice given to the Executive Director. But as long as any particular delegation is in place, the board will respect and support the Executive Director's choices.

POLICY TYPE: BOARD-EXECUTIVE DIRECTOR LINKAGE	POLICY NO: LINK 4
POLICY TITLE: Monitoring Executive Director Performance	
Date of Adoption: August 25, 2001	
Board Secretary's affirmation of official board	
Action adopting this policy: Mary Marshall	

Systematic and rigorous monitoring of Executive Director job performance will be solely against the expected Executive Director job outputs: organisational accomplishment of board policies on Ends, and organisational operation within the boundaries established in board policies on Executive Limitations.

Accordingly:

1. Monitoring is simply to determine the degree to which board policies are being met. Data that do not do this will not be considered to be monitoring data.
2. The board will acquire monitoring data by one or more of three methods:
 - (a) By internal report, in which the Executive Director discloses compliance information to the board;
 - (b) By external report, in which an external, disinterested third party selected by the board assesses compliance with board policies; and
 - (c) By direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be *any reasonable Executive Director interpretation* of the board policy being monitored.
4. All policies that instruct the Executive Director will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.