

BC Family Hearing Resource Society

Policy and Procedures Manual Board Policies

Table of Contents

TABLE OF CONTENTS	I
BPOL 04-01 PRINCIPLES OF BOARD GOVERNANCE	1
BPOL 04-02 DIRECTORS' CODE OF ETHICS	2
BPOL 04-03 SPECIFIC AREAS OF BOARD RESPONSIBILITY	4
BPOL 04-04 PRESIDENT'S RESPONSIBILITIES	5
BPOL04-05 VICE-CHAIR'S RESPONSIBILITIES	7
BPOL 04-06 COMMITTEES AND TASK FORCES	8
BPOL 04-07 BOARD MEETINGS	9
BPOL 04-08 EXECUTIVE DIRECTOR'S RESPONSIBILITIES	10
BPOL 04-09 DELEGATION TO THE EXECUTIVE DIRECTOR	11
BPOL 04-10 FUNDRAISING	12
BPOL 04-12 PROGRAM POLICY	14
BPOL 04-13 SPECIAL PROJECTS	15
BPOL 04-14 GRIEVANCE POLICY	16
BPOL 04-15 FINANCIAL POLICIES	17
BPOL 04-16 FINANCIAL POLICY EXECUTIVE DIRECTOR	18
BPOL 04-17 FINANCE COMMITTEE	19
BPOL 04-18 HUMAN RESOURCES POLICY	20
BPOL 04-19 RECRUITING	22
BPOL 04-20 CODE OF ETHICS FOR STAFF	23
BPOL 04-21 AUDIT COMMITTEE	24
BPOL 04-22 EXECUTIVE COMMITTEE	25
BPOL 04-23 RESEARCH COMMITTEE	26
BPOL 04-24: BOARD APPROVAL ON COMPENSATION	27
BPROC 04 01 EVALUATING THE PERFORMANCE OF THE EXECUTIVE DIRECTOR	27
BPROC 04-01 PROCEDURE - EVALUATING THE PERFORMANCE OF THE EXECUTIVE DIRECTOR	28
BPROC 04-02 PROCEDURE - BOARD MEETINGS: DIRECTOR'S OBLIGATIONS	30
BPROC 04-03 PROCEDURE - GRIEVANCE PROCEDURE	31
BPROC 04-04 PROCEDURE - GRIEVANCE PROCEDURE FOR EXECUTIVE DIRECTOR	32
BPROC 04-05 PROCEDURE - BOARD EDUCATION PROCEDURE	33
BPROC 04-06 PROCEDURE - BOARD MISSION REVIEW	34
BPROC 04-07 PROCEDURE - PERFORMANCE REVIEW OF THE EXECUTIVE DIRECTOR	35
BPRO 04-08 PROCEDURE - IMPLEMENTATION GUIDELINES FOR THE CODE OF ETHICS	36
BPRO 04-09 PROCEDURE – UNDERTAKING OF OFFICE FOR BOARD MEMBERS	37
BPROC 04-10: EVALUATING/APPROVING THE COMPENSATION FOR THE EXECUTIVE DIRECTOR	38
APPENDIX A – A DONOR BILL OF RIGHTS	39

BP01 04-01 Principles of Board Governance

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

The Board's task is to provide overall direction and have ultimate responsibility for all aspects of the activities of the organization. The Board will approach these tasks with vision and strategic leadership.

Policy statement

In this spirit, the Board will:

1. Inspire the organization through the careful establishment of the broadest organizational values and perspectives, while respecting accreditation standards.
2. Develop policies for the governance of the organization. Such policies will address, but are not limited to:
 - a. Determining what services are provided.
 - b. Defining the Board's role and responsibilities.
 - c. Maintaining efficient linkage between Board and Staff through the Executive Director
3. Exercise the discipline that is required to govern with excellence. Such discipline will be laid out in specific policies that will be binding on all members of the Board.
4. Monitor and regularly discuss its own process and performance through a review of its minutes, policies, and regular self-assessment.
5. Provide oversight but leave the operational detail to staff.

References to other policies

BP01 04-02: Code of ethics, undertaking of office, implementation guidelines for code of ethics, board self evaluation process

Responsibility for implementation

Directors, President

BPol 04-02 Directors' Code of Ethics

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

The purpose of this Code of Ethics is to establish and maintain standards of conduct of members of the BCFHRS Board of Directors. These policies also apply to anyone acting on behalf of BCFHRS on a committee or other capacity.

Policy statement

1. Every Director will act with honesty and integrity and will treat other Directors and BCFHRS staff with the utmost respect.
2. Directors will show undivided loyalty to the interests of the BCFHRS and uphold its missions and values. This loyalty supersedes the personal interest of any Director whose family is a recipient of BCFHRS's services.
3. Directors will pursue BCFHRS's mission in accordance with the letter and spirit of all applicable laws and regulations, and will refrain from any illegal, immoral, or unethical conduct.
4. Directors will disclose any involvement with other organizations, businesses or individuals where such a relationship might be viewed as a conflict of interest. As well, Directors will avoid any conflict of interest with respect to fiduciary responsibility. Disclosure of potential conflicts of interest to the Board will be in accordance with the Implementation Guidelines for the Code of Ethics.
5. Directors will not attempt to exercise individual authority over the BCFHRS except as explicitly set forth in Board policies.
 - a) Directors must recognize their lack of authority in dealings with the Executive Director, the public, or the media.
 - b) Directors must refrain from giving direction, as an individual Board member, to the Executive Director or any BCFHRS employee.
 - c) Directors are not to speak for the Board except as authorized.
 - d) Directors must refrain from speaking for the organization unless authorized to do so.
 - e) The exception to the above is the President whose role may include representation of the organization and/or agency oversight in consultation with the Executive Director.

BPol 04-02 Directors' Code of Ethics (continued)

6. In its commitment to effective decision-making, Directors will abide by Board decisions and, once a decision has been made, will speak with one voice. Toward this end Board members will:
 - a) Keep member and community interests in mind when expressing a viewpoint.
 - b) Endeavour to speak from one's knowledge and experience.
 - c) Express oneself at Board meetings (even if ones view differs from that of other Board members) and encourage and make it comfortable for others to do so.
 - d) Encourage consensus decisions as well as ones that seek collaborative rather than compromise solutions.
 - e) Support majority decisions even if one's view is a minority one.
 - f) Not disclose or discuss differences of opinion on the Board outside of Board meetings, especially with employees, volunteers/students, clients, or members of any stakeholder communities. For this reason information on who votes for and against any particular motion is not recorded in meeting minutes.
 - g) Respect the confidentiality of information on sensitive issues especially in personnel matters.
 - h) Fulfill the responsibilities for all roles to which one commits.

7. When approached by a society or community member or client of BCFHRS, with issues related to the operation of the agency, the Director will refer those issues to the Executive Director or to the President of the Board.

References to other policies and procedures: BPol 04-03 Specific areas of Board responsibility

Responsibility for implementation: Individual Directors, Board

BPol 04-03 Specific Areas of Board Responsibility

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

In order to foster strong ties with the community it serves, to allow professional staff to focus on its primary responsibilities and to exercise its overseer role over the day-to-day management of the organization, the Board needs to assume special responsibility for appropriate areas of operations.

Policy statement

The Board will have specific direct responsibility to:

1. participate in direct advocacy;
2. direct/participate in fundraising;
3. promote linkages with the community and other organizations;
4. undertake strategic planning;
5. periodically review the mission statement;
6. approve contractual relationships as required; (Contracts in which BCFHRS is the purchaser are approved by the Executive Director. Routine renewals of contracts in which BCFHRS is the vendor are approved by the Executive Director. New contracts and substantial changes to contracts in which BCFHRS is the vendor are reviewed and approved by the Board).
7. monitor the performance of the organization within the framework of the Mission Statement;
8. monitor the performance of the Executive Director and to ensure that it complies with Board Policies;
9. receive complaints and review information on alleged wrongdoing by the Executive Director;
10. ensure that the Directors are aware of policies, procedures, bylaws, constitution, code of ethics, and other documents pertaining to the B.C. Family Hearing Resource Society.
11. participate in the Grievance Committee Process as stated in policy.

References to other policies: BPol 04-01 Principles of Board Governance, **BPol 04-14** Grievance

Responsibility for implementation: Directors, President

BPol 04-04 President's Responsibilities

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

The President is the Chief Executive Officer and the Executive Director is the Chief Operating Officer of the organization. The smooth functioning of the organization requires that their functions and range of authority are clearly defined.

Policy statement

The major responsibility of the President is to ensure the integrity of the Board's decision-making processes and to represent the BC Family Hearing Resource Society to outside parties. The President is the only member of the Board who is authorized to speak for the Board, except in specific instances when this authority is assigned by the Board to other Directors or to specific individuals on staff.

1. The President shall chair Board Meetings as specified by the Bylaws. The President shall:
 - a. ensure that the Meetings will be timely, fair, focused and orderly, and
 - b. that Robert's Rules of Order will be followed, except in cases where the Board decides otherwise.
2. The President will ensure that the deliberations and actions of the Board conform to the Bylaws, and the principles and rules set out by Board.
3. The President has the authority to make executive decisions which fall within and are consistent with Board policies on Governance and on Board-Executive Relationship.
4. The President shall act as an agent of the Board and shall consult with the Executive Director on all matters of mutual concern. The President's authority does not extend to making decisions in those areas which are under the authority of the Executive Director.
5. The President will represent the Board to outside parties in announcing Board-stated positions or decisions. This authority may be assigned by the President to other members of the Executive, Directors, or the Executive Director, as appropriate.
6. The President, upon consultation with the Executive Director may approve non-budgetary expenses, greater than \$5,000. Such approvals must be submitted to the Board for ratification at the earliest opportunity.
7. The President shall inform/instruct the Vice-President in order that the Vice-President is in a position to assume the role of the President when required.

BPOL 04-04 President's Responsibilities (continued)

8. Chair the Executive Committee.

References to other policies: **BPOL 04-01** Principles of Board Governance, **BPOL 04-02** Director's Code of Ethics, **BPOL 04-03** Specific areas of Board responsibility, **BPOL 04-22** Executive Committee

Responsibility for implementation: President

BPol04-05 Vice-Chair's Responsibilities

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

It is desirable to ensure Executive continuity and to provide for absences of the President.

Policy statement

1. In the absence of the President, the Vice-President shall assume all duties of the President. It is the Vice-President's responsibility to remain familiar with the affairs of the organization in order to fulfill this obligation if and when required.
2. The Vice-President will represent the Executive on specified committees and task forces.

References to other policies: BPol 04-04 President's Responsibilities

Responsibility for implementation: Vice-President

BPol 04-06 Committees and Task Forces

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

The Board may establish Committees/Task Forces to assist it to do its job. Both standing and ad-hoc committees may be established, as dictated by circumstances.

Policy statement

1. Committees/Task Forces will be used to utilize the expertise of Directors, but sparingly to minimize the amount of workload on the entire board
2. Committees/Task Forces are to help the Board accomplish its work, to advise the Board
3. Committees/Task Forces shall not exercise authority over Staff, including the Executive Director. However, Committees/Task Forces may request information from staff to assist them to complete the task assigned by the Board.
4. Committees/Task Forces may not speak or act for the Board except as previously authorized by the Board.
5. Committees/Task Forces may include Staff and others who are not Directors.

Standing Committees: Executive, Finance, Fundraising, Research

Ad-Hoc Committees: Audit, Board Development, Grievance

References to other policies: **04-10** Fundraising, **04-14** Grievance Policy, **04-17** Finance Committee, **04-19** Recruiting, **04-21** Audit Committee, **04-22** Executive Committee

Responsibility for implementation: Executive, Directors

BPol 04-07 Board Meetings

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

To establish a regular cycle of Board meetings.

Policy statement

1. Board meetings will generally be bi-monthly from September to May, plus June, with no meetings in July or August.
2. The Board will hold an annual general meeting in accordance with the Society Act.
3. There will be strategic planning sessions and reviews of Board policies on an as needed basis.

References to other policies: BPol 04-03 Specific areas of Board Responsibility

Responsibility for implementation: President, Executive Director

BPol 04-08 Executive Director's Responsibilities

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

The Chief Operating Officer of the organization is the Executive Director. This policy concerns the Executive Director's range of authority and responsibility.

Policy statement

The Board's official link to the operations of the organization is the Executive Director, who is accountable to the Board for organizational performance and exercises all authority granted to the position by the Board. It is recognized that the Executive Director's performance will have a major effect on the performance of the whole organization.

1. The Executive Director will be responsible for :
 - a) the performance of the organization,
 - b) hiring and dismissal of professional and administrative staff,
 - c) the performance of professional and administrative staff,
 - d) creating operational policies and procedures in order to implement Board policies,
 - e) operating within the financial and operational boundaries established by the Board, and
 - f) conforming with all monitoring procedures set by the Board.
2. The Executive Director will inform the Board of operations and performance of the organization through regular reports. These reports will include, but not restricted to:
 - a) outcome management reports
 - b) risk management reports
 - c) accessibility implementation and performance reports
 - d) technology report
 - e) program reports
3. The Executive Director shall be ex-officio member of all committees and task forces, meaning she has a voice but no vote.

References to other policies

Responsibility for implementation: Executive Director, Board

BPol 04-09 Delegation to the Executive Director

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

The Board's responsibility is to establish the broadest policies and delegate their implementation to the Executive Director.

Policy statement

1. All Board authority delegated to staff is done through the Executive Director; all staff is accountable to the Executive Director. The Executive Director is responsible to the Board for all staff.
2. With respect to policies that direct the Executive Director to achieve certain results, the Executive Director is authorized to establish all further policies, make all decisions, take all actions and develop all activities as long as they are consistent with any reasonable interpretation of the Board's policies.
3. The Board may change its policies, thereby shifting the boundary between Board and Executive Director domains. Consequently, the Board may change the latitude of choice given to the Executive Director.
4. While individual Directors/committees/taskforces have no authority over the Executive Director, they may request information. If such a request, in the Executive Director's judgement, is determined to be inappropriate, it may be refused and referred to the Executive or Board.

References to other policies

Responsibility for implementation: Executive, Board, Executive Director

BPol 04-10 Fundraising

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

In keeping with the overall fundraising strategy, it is necessary to set specific fundraising goals in consultation with Executive Director and Fund Development Officer and support staff directly involved in fundraising activities. In addition it is necessary to set annual goals for fundraising for both the operating programs and capital projects. The Board's involvement in such activities is coordinated through the Fundraising Committee.

Policy statement

1. All fundraising initiatives shall be organized in a manner that will enhance the image of the program.
2. The Board will appoint a Fundraising Committee annually.
3. The Board has adopted the Donor Bill of Rights (Appendix A)

Terms of Reference of the Fundraising Committee

- a) In consultation with the Fund Development Officer, to undertake an annual review and implementation of a fundraising strategy that determines ways and means of obtaining funds through donations from outside agencies (e.g. charitable foundations) for:
 - (i) The work of the BC Family Hearing Resource Society in achieving the general objectives set forth for the society.
 - (ii) Specific purposes as may be determined by the various other committees of the BC Family Hearing Resource Society.
- b) To explore possible ways to raise funds for investment so as to provide the BC Family Hearing Resource Society with ongoing means of support not governed by outside agencies. The Fundraising committee provides ongoing support and assistance as required for any fundraising initiatives that may originate from any source.
- c) To work cooperatively with the various committees to determine means by which funds shall be raised and disbursed to meet needs and objectives set forth by the Board of Directors and the Executive committee.
- d) To recommend annual fundraising goals to the Board
- e) To provide liaison to fundraising initiatives in progress.
- f) To involve appropriate fundraising staff in all meetings

References to other policies: BPol 04-06 Committees and Task Forces, **Appendix A - A** Donor Bill of Rights

Responsible for implementation: Chair of Fundraising Committee

BPol 04-11 Mission Statement

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

Program development and implementation must adhere to the Mission Statement which is subject to review by the staff and the Board of Directors.

Policy statement

The BC Family Hearing Resource Society **Mission Statement** is as follows:

The **BC Family Hearing Resource Society** strives to help every child reach their fullest communication potential. We provide family-centered services beginning as early in the child's life as possible and are committed to individual choices.

The **BC Family Hearing Resource Society** offers support and resources throughout British Columbia to deaf and hard of hearing children, their families, and community service providers.

The **Surrey Early Speech and Language Program** offers services to families with children who have speech and language learning challenges and live in the local community.

References to other policies

Responsibility for implementation: Staff, Board

BPol 04-12 Program Policy

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

The B.C. Family Hearing Resource Society provides communication development services for:

- a) Deaf and hard of hearing children aged birth to five years that include consulting, educational and support services to families and community service providers throughout the province of British Columbia. Programs will generally be continuous, involving direct client service to families and or professionals and address an identified need.
- b) Preschool aged children with speech and language challenges that include consulting, educational and support services to families and community service providers in the South Fraser region. Services generally involve direct client services and consultation to professionals as needed.

Policy statement

1. a) Programs and services will address needs of deaf and hard of hearing children and their families, throughout the province – BC Family Hearing Resource Centre
- b) Programs and services will address needs of children with speech and language challenges within the South Fraser region – Surrey Early Speech and Language Program
2. Programs and services will be consistent with the mission statement, operating principles, bylaws and strategic plan.
3. The Board will monitor compliance of programs and services with program policies by receiving regular updates at board meetings and a written annual report from the Executive Director or designate.
4. The development of new programs and services or substantive changes to existing programs and services require Board approval.
5. Programs and services provided to support deaf and hard of hearing pre-school children will meet contract obligations with funders

References to other policies: BPol 04-08 Executive Director's Responsibilities, **BPol 04-18** Human Resources Policy, **HS 1 – 12** Habilitation policies

Responsibility for implementation: Executive Director, Board

BPol 04-13 Special Projects

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

The BCFHRS may engage in short term projects that fall outside of the activities normally provided by ongoing programs.

Policy statement

1. Projects are time-limited and may be other than “direct client service.”
2. Projects which require funding from the BCFHRS must be included in the annual budget for Board approval.

References to other policies: Executive Director, Job Description

Responsibility for implementation: Executive Director, Board

BPol 04-14 Grievance Policy

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

The purpose of this Policy and the related Procedures are to provide an effective problem-solving and dispute resolution process which can be utilized by all clients and employees without concern of reprisal or recrimination. It is a vehicle by which clients and employees may lodge complaints or express concerns to management about their relationships with the B.C. Family Hearing Resource Society.

This Policy and the appropriate related Procedures apply to all clients and employees of the B.C. Family Hearing Resource Society.

Policy statement

The B.C. Family Hearing Resource Society believes in resolving client and employee concerns and disputes related to their relationship in a prompt and equitable manner.

Clients and employees who express any concerns, or lodge a formal complaint under this policy, or who provide information regarding a complaint may do so without fear of retaliation or reprisal. Any such punitive conduct will be subject to immediate corrective action.

The Executive Committee serves as the Grievance Committee.

References to other policies: **BPol 04-18** Human Resource Policy, **L-A3** Client Complaints, **BProc 04-03** Grievance Procedure for staff, **BProc 04-03** Grievance Procedure for the Executive Director

Responsibility for implementation: Grievance Committee of the Board, Board, Executive Director

BPol 04-15 Financial Policies

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

The Board is responsible for the establishment of clear financial guidelines for the operation of the B.C. Family Hearing Resource Society.

Policy statement

The Board will be responsible to:

1. Approve financial policies of the Society;
2. Appoint a Finance Committee to be chaired by a member of the Board of Directors. The membership of the Finance Committee will not be restricted to Directors; The Executive Committee is currently serving as the Finance Committee
3. Appoint an Audit Committee;
4. Approve, at the recommendation of the Finance Committee, the Annual Budget prepared by the Executive Director and Finance and Accounting Administrator; and
5. To designate and manage reserve funds.

References to other policies: BPol 04-16 Financial Policy Executive Director, **BPol 04-17** Finance Committee, **BPol 04-22** Executive Committee

Responsibility for implementation: Executive Director, Finance and Accounting Administrator, Directors, Executive

BPol 04-16 Financial Policy Executive Director

Last Revised: June 2013

Last Approval: June 2013

Preamble and Rationale

The purpose of this policy is to establish for the BC Family Hearing Resource Society criteria to guide and evaluate the fiduciary performance of the Board of Directors and the Executive Director. Specific references are made to actions that are unacceptable and must be avoided.

Policy statement

The Executive Director or her designate shall:

1. Present a yearly budget which contains detail to enable reasonably accurate projections of revenue and expenses, separation of capital and operational items, cash flow and subsequent audit trails to the Board of Directors.
2. Ensure that the budget as approved by the Directors is followed.
3. Ensure that spending does not exceed revenue unless authorized by the Directors.
4. Provide financial reports for each Board meeting.
5. Ensure adequate protection of the B.C. Family Hearing Resource Society assets.
6. Obtain three bids on any expenditure greater than \$5,000 up to a limit of \$10,000 without prior Board approval.

The Executive Director shall not:

1. Plan for the expenditure of more funds than are conservatively projected to be received in any fiscal year.
2. Borrow funds without authorization from the Board.
3. Allow any one individual to have complete authority over financial transactions.
4. Transfer funds in excess of \$5,000 from one category to another within the budget unless approved by the Board of Directors.

References to other policies: BPol 04-15 Financial policies, BPol 04-17 Finance Committee

Responsibility for implementation: Executive Director, Finance and Accounting Administrator, President

BPol 04-17 Finance Committee

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

To establish the terms of reference for the Finance Committee.

Policy statement

1. To review the Annual Budget as prepared by the Executive Director or her designate.
2. To maintain liaison with Fundraising Committee to ensure goals are realistic.

References to other policies: **BPol04-15** Financial Policies, **BPol04-16** Financial Policy
Executive Director

Responsibility for implementation: Executive Director, Chair of the Finance
Committee

BPol 04-18 Human Resources Policy

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

The following statements are broad guidelines within which staff can work and practices can be developed. These practices and procedures are described in the Operational Manual of the organization.

Policy statement

The work environment for staff of the B.C. Family Hearing Resource Society shall emphasize the following:

1. Professional Autonomy. Individual styles and contributions will be respected. Within the established operational procedures professionals will be given autonomy and latitude in achieving the goals of the organization. Staff participation in decision making will be valued.
2. Safe and Humane Work Environment. Staff, whether paid or volunteer, shall enjoy a sense of dignity and comfort while complying with all acts and regulations, including provincial and applicable federal labour codes, governing humane practices at work, at the same time shall not:
 - (a) discriminate among employees, or job applicants, on other than clearly job-related, individual performance or qualifications
 - (b) fail to take reasonable steps to protect staff from unsafe or unhealthy conditions in the work environment
 - (c) tolerate racial, sexual or other harassment of staff by any other staff member, board member, client or other recipient of services from the Society
 - (d) withhold a due-process grievance procedure, and fail to inform staff of their rights, and of steps, including ultimate appeal to the Board
3. Compensation. Pay and benefits shall be comparable or be in line with market indicators for skills employed, but shall remain within the ability of the organization to pay.
4. Staff Development. The Executive Director is responsible to the Board for staff management and attainment of performance objectives. Performance reviews shall take place annually. New employees shall undergo probationary performance review at the conclusion of six months of employment. The Executive Director's probationary period shall be 12 months.
5. Conflict of Interest. Outside activities of the staff shall not be inconsistent with the goals and objectives of the Society.

BPol 04-18 Human Resources Policy (continued)

6. Accessibility. Staff members with disabilities shall be reasonably accommodated.
7. The organization is responsible for providing professional and career development opportunity for all employees as its resources permit.
8. There will be an avenue for staff to lodge complaints.

References to other policies: BCFHRS Operational Policies concerning, Hiring/Early Employment C1-6, Conditions of Employment D1-16, Employee Conduct E1-7, Safety and Health, H1-5, Grievance procedure

Responsibility for implementation: Board, Executive Director

BPol 04-19 Recruiting

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

The purpose of this policy is to establish for the BC Family Hearing Resource Society criteria to recruit membership to the Board of Directors and to define the nature of the commitment of the board member.

Policy statement

1. The Board shall be comprised of a maximum of 16 Directors who reflect a wide range of backgrounds and interests and is expected to provide the viewpoints of the client, consumer groups, professional disciplines or communities to which they belong.
2. Directors should subscribe to the philosophy of creating the opportunity for every Deaf and hard of hearing child to become part of the world in which we live and in which communication is a vital part. Board members should believe that it is the right of the child and the family to choose the method of communication that is most suitable for them.
3. A Nominating Committee established by the Board will oversee the recruiting process of Directors and assemble slates for elections, as required.
4. Directors will receive information about their role and responsibilities prior to joining the Board.
5. The Board will meet at least five (5) times per year and will also review the strategic plan. Directors will notify the President if unable to attend a meeting.
6. The Board will review annually the strategic plan.
7. An annual orientation for new Directors will be conducted yearly by the President, Vice President or their designate.

References to other policies: **BPol 04-01** Principles of Board Governance, **BPol 04-02** Directors' Code of Ethics, **BPol 04-03** Specific areas of Board responsibility, **BPol 04-11** Mission Statement

Responsibility for implementation: Board, Executive Director

BPol 04-20 Code of Ethics for staff

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

The purpose of the BC Family Hearing Resource Society code of ethics is to establish and maintain standards that are professionally and ethically exemplary. In addition, our staff also abides by the code of ethics of their respective professional organizations.

Note: The word “client” is used to refer to parents, children, and community service providers.

Policy statement

1. We are committed to doing our very best for the families & children we serve and to provide services in an undertaking, supportive, and caring environment.
2. We work in partnership with families, using a family-centered approach in all that we do.
3. We respect the dignity and worth of the client and view each individual as being unique and valuable.
4. We recognize and respect the cultural context (e.g. religion, sexual orientation, ethnicity, marital status, socio-economic class) of the client.
5. We respect our client’s rights to confidentiality and privacy.
6. We ensure that honesty, fairness and trustworthiness are the foundation for our interactions and work.
7. We develop relationships with individuals that are respectful, based on mutual trust, and maintain professional boundaries.
8. We use teaching and therapy methods and services that are based on the medical and developmental history of the child and circumstances of the family, and considered to be the “best current practice” by professionals.
9. We strive to uphold the highest levels of professional competence in our work and we recognize the importance of ongoing professional development to maintain excellent services.
10. We provide families with complete and unbiased information so that they can make choices and decisions appropriate for their own child and family.

References to other policies

Responsibility for implementation: Board, Executive, Executive Director

BPol 04-21 Audit Committee

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

Appointment, membership and terms of reference of the Audit Committee.

Policy statement

1. The Board shall appoint annually an Audit Committee.
2. The appointed members of the Audit Committee shall select the Chair of the Committee.
3. The Audit Committee shall be responsible for:
 - a. reviewing the auditors engagement letter
 - b. reviewing the annual audited statements together with the notes thereto with the auditors and recommending approval of same to the Board of Directors
 - c. reviewing the annual audit management letter
 - d. reviewing any changes in accounting policy applied by the auditors and the subsequent impact on the financial position or financial results of the Society
 - e. reviewing annual audit fees with the auditor
 - f. recommending nomination of the auditor for the subsequent fiscal year to the Board
 - g. soliciting and reviewing competitive bids for the audit as directed from time to time by the Board
 - h. monitoring the relationship between management and the auditors
 - i. reporting any matters of concern of the auditors and the audit committee to the Board of Directors

References to other policies: BPol04-15 Financial Policies

Responsibility for implementation: President, Chair of the Audit Committee

BPol 04-22 Executive Committee

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

Appointment, membership and terms of reference of the Executive Committee.

Policy statement

1. The Board shall appoint annually an Executive Committee of the President, Past President, Vice-President and Treasurer.
2. The Chair of the Executive Committee is the President.
3. The Executive Committee shall be responsible for:
 - a. Provide input into and review the Board Agenda
 - b. Review the Executive Financial Statements of the Association
 - c. Reporting any matters of concern to the Board of Directors

References to other policies

Responsibility for implementation: President, Vice-President, Treasurer

BPol 04-23 Research Committee

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

The Board of Directors has identified in its strategic plan and in budget support the engagement of research by the Society. The Board will provide a supportive infrastructure for interdisciplinary research complementary to the goals of organization. A Research Committee will be formed to participate in setting the unit's goals and evaluating its effectiveness on a continuing basis. The research conducted by the Society will comply with the UBC code of ethics and all relevant legislation.

Policy statement

1. The Board shall appoint a Research Committee which may include members from outside of the Board of Directors.
2. The Research Committee is headed by the Executive Director.
3. The Research Committee shall be responsible for:
 - a. to facilitate innovative and original research at the BCFHRC and develop research collaborations with universities
 - b. to approve a research plan for the first year of operation and projections for the next three years
 - c. to approve/disapprove proposed research projects
 - d. support in the process of seeking funds for research activities
 - e. research committee will encourage the participation of staff and parents in research activities
 - f. ensure independent projects meet the criteria for research ethics established by the University of British Columbia, Policy number: 89

References to other policies

Responsibility for implementation: Research Committee, Executive Director

BPol 04-24: Board Approval on Compensation

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

The Executive Director of BCFHRS is the principal representative of BCFHRS, and the person responsible for the efficient operation of the Non-profit Organization. Therefore, it is the desire of the BCFHRS to provide a fair yet reasonable and not excessive compensation for the Executive Director (and any other highly compensated employees and consultants).

Policy statement

- 1) The annual process for determining compensation is as follows: The BCFHRS Executive Committee or compensation Committee shall annually evaluate the Executive Director on his/her performance, and ask for his/her input on matters of performance and compensation.
- 2) The Chair of the Board of Directors, who is a volunteer and not compensated by BCFHRS, will operate independently without undue influence from the Executive Director.
- 3) No member of the Executive or the Compensation Committee will be a relative of a staff member, or have any relationship with staff that could present a conflict of interest.

**References to other policies: BPol 04 – 08 Executive Director’s Responsibilities;
BProc 04 01 Evaluating the Performance of the Executive Director**

Responsibility for implementation: Executive Committee/Compensation Committee

BProc 04-01 Procedure - Evaluating the Performance of the Executive Director

Last Revised: June 2013

Last Approved: June 2013

Principles

Evaluating the performance of the Executive Director is synonymous with monitoring organizational performance against Board policies. Any evaluation of the Executive Director's performance may be derived only from these monitoring data.

1. The purpose of monitoring is to determine the degree to which Board policies are being fulfilled. Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of Board time.
2. A given policy may be monitored in one or more of ways:
 - a. **INTERNAL REPORT:** Disclosure of compliance information to the Board from the Executive Director.
 - b. **EXTERNAL REPORT:** Discovery of compliance information by an objective external financial auditor or program performance evaluator who is selected by and reports directly to the Board. Such reports must assess executive performance only against policies of the Board, not the external party.
 - c. **DIRECT BOARD INSPECTION:** Discovery of compliance information by a Director, a Committee or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board which allows a test of policy compliance.

Procedure

1. Upon the choice of the Board, any policy can be monitored by any method at any time. However, the Board will specify the frequency and the method of regular monitoring of each policy.
 - a) **FOUR (4) MONTH REPORTS:** (September, January, May) Financial condition, financial planning.
 - b) **FOUR (4) MONTH EXECUTIVE REPORTS:** (September, January, May) Staff report, communications and program activity.
 - c) **ANNUAL REPORTS:** (November) Asset protection, executive succession, compensation and benefits.
 - d) **ANNUAL WHOLE BOARD DIRECT INSPECTION:** Financial planning.
 - e) **ANNUAL EXTERNAL INSPECTION:** Asset protection, financial condition.
2. There will be an annual evaluation of executive performance through a cumulative review of the reports and as noted in Item 3 above:

The Executive Director evaluation will be as follows:

- A. Financial
- B. Staffing
- C. Information
- D. Program

**BProc 04-01 Procedure - Evaluating the Performance of the Executive Director
(continued)**

3. There will be a task force consisting of the President, Vice President and one other Director who will be responsible for conducting the annual Executive Director's evaluation and report at the January Board Meeting.

References to other policies: BPol 04-01 Principles of Board Governance

Responsibility for implementation: Executive Director, Chair, Vice-Chair

BProc 04-02 Procedure - Board Meetings: Director's Obligations

Last Revised: June 2013

Last Approved: June 2013

Objective

To define the expectations and to establish specific procedures for Directors regarding meetings.

References to other policies and/or procedures

BPol04-02: Code of Ethics - BCFHRS

BPol04-03: Specific Areas of Board Responsibility

Procedure

1. Directors will notify the President if unable to attend a meeting.
2. Directors will be prepared with items or data they need to present to the Board. The President will be informed, in advance of a meeting, of any agenda items.
3. During meetings Directors will state their opinions clearly and honestly and stay focused on the agenda. They will assume responsibility for moving the process forward and contribute to problem-solving. They will protect the rights of all Directors to be heard and actively participate without dominating the discussion. Any communication that will disrupt the group will be avoided.
4. After Board meetings, members will carry out assignments and commitments. Members will refrain from continuing discussion about a decision once that decision has been made by the Board. If a Director is unable to support a decision of the Board, the Director will resign from the Board in accordance with the undertaking of office and confidentiality agreement.
5. Directors will be provided with an accessible environment. To ensure such accessibility Directors will notify the Executive Director of any special requirements.
6. A Director who fails to attend two consecutive meetings without providing the President with an explanation may be asked to resign. A Director who contravenes the protocols described in this procedure may be asked to resign upon a vote by the membership as outlined in the bylaws of the Society.

Responsibility for implementation: Directors, President, Board, Executive Director

BProc 04-03 Procedure - Grievance Procedure

Last Revised: June 2013

Last Approved: June 2013

Objective

To establish the grievance process for the staff of the B.C. Family Hearing Resource Society.

Procedure

Client should follow policy L-A3 and procedures first.

Employees who have concerns about any aspect of their employment relationship with the Society should first discuss those concerns with their immediate manager and attempt to resolve them. Managers are required to discuss and/or investigate any concern raised, and to respond in an appropriate manner, within two working days of learning of the concern or dispute.

If the issue is not resolved in a manner that is satisfactory to the employee, a formal complaint may be made to the Executive Director. Where the Executive Director is the manager of the employee, a complaint may be made to the Chair of the Grievance Committee of the Board. Formal complaints must be made within five working days of the response to the informal complaint.

All formal complaints must be submitted in writing and must include:

- what happened
- who was involved
- when and where the incident took place
- why the incident constitutes a concern
- what redress is being sought

The employee may request the assistance of any member of the B.C. Family Hearing Resource Society in preparing a formal complaint. The recipient of a formal complaint shall provide a copy of the complaint to the recipient's immediate supervisor.

Within two working days of receiving a formal complaint, or at a time mutually agreed upon, the Chair of the Grievance Committee or Executive Director shall meet with the employee and immediate manager separately, investigate the complaint, and respond, in writing, to the employee who lodged the complaint with a copy to the manager.

If the matter is not resolved, the employee may appeal the matter, within five working days of receiving the written response, to the President of the Society. The President's decision shall be final and binding upon all of the involved parties.

References to other policies and/or procedures: BPol 04-14 Grievance Policy, L-A3 Client Complaints

Responsibility for implementation: Chair of the Grievance Committee, President, Executive Director, Supervisors

BProc 04-04 Procedure - Grievance Procedure for Executive Director

Last Revised: June 2013

Last Approved: June 2013

Objective

To establish the procedure for the grievance process for the Executive Director of the B.C. Family Hearing Resource Society.

Procedure

If the Executive Director has concerns about any aspect of her/his employment with the Society should first discuss those concerns with the President and attempt to resolve them. The President is required to discuss and/or investigate any concern raised, and to respond in an appropriate manner, within one week of learning of the concern.

If the issue is not resolved in a manner that is satisfactory to the Executive Director, a formal complaint may be made to the Grievance Committee of the Board. Formal complaints must be made within five working days of the response to the informal complaint.

All formal complaints must be submitted in writing and must include:

- what happened
- who was involved
- when and where the incident took place
- why the incident constitutes a concern
- what redress is being sought

The Executive Director may request the assistance of any member of the B.C. Family Hearing Resource Society and Board in preparing a formal complaint. The recipient of a formal complaint shall provide a copy of the complaint to any person identified in the Executive Director's document.

Within two working days of receiving a formal complaint, or at a time mutually agreed upon, the Chair of the Grievance Committee shall meet with the Executive Director and any parties named in the document to investigate the complaint. A written reply should be provided within a week with a copy sent to the Board.

If the matter is not resolved in a satisfactory manner, the Executive Director may appeal the matter, within five working days of receiving the written response to the Board of the B.C. Family Hearing Resource Society. The Board's decision shall be final and binding upon all of the involved parties.

References to other policies and/or procedures: BPol 04-14 Grievance Policy

Responsibility for implementation: Board, President, Chair of the Grievance Committee

BProc 04-05 Procedure - Board Education Procedure

Last Revised: June 2013

Last Approved: June 2013

Objective

To establish the procedure for the education of board members regarding their roles and responsibilities of the B.C. Family Hearing Resource Society.

Procedure

1. All new Directors will be provided the following material in advance of their first meeting of the board of the BCFHRS:
 - Policies & Procedures
 - Constitution & Bylaws
 - Previous Board Minutes (for the previous meeting)
 - Strategic Plan of the BCFHRS
2. An Orientation meeting will be held for all new Directors by the President, Vice President or their designate of the Board. This meeting should be scheduled within three months of the term of the new board member commencing. At the meeting the Policies & Procedures, the Constitution & Bylaws and Strategic Plan will be reviewed including Director responsibilities and code of conduct. All existing Directors will be provided with a manual containing the following documents and any changes to these documents:
 - Policies & Procedures
 - Constitution & Bylaws
 - Strategic Plan
3. Any changes to Policies & Procedures, the Constitution & Bylaws, and Strategic Plan will be reviewed at the strategic planning session of the Board.
4. Any changes to the Constitution & Bylaws will be approved at the AGM.

References to other Policies and Procedures: BPol 04-02 Directors' Code of Ethics, **BPol 04-07** Board meetings, **BPol 04-19** Recruiting

Responsibility for implementation: President

BProc 04-06 Procedure - Board Mission Review

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

The Mission Statement is the guiding principle of the B.C. Family Hearing Resource Society. The objective of this procedure is to articulate clearly the process to be followed prior to any change to the Mission Statement.

Procedure

Prior to any changes to the Mission Statement, a consultative process must take place.

Consultation must take place:

- with the staff of BCFHRS through the Executive Director
- with members of BCFHRS through written communication
- with clients of BCFHRS through written communication

It is the responsibility of the President of BCFHRS to ensure that the above steps are followed.

References to other Policies and Procedures: BPol 04-11 Mission Statement

Responsibility for implementation: President

BProc 04-07 Procedure - Performance Review of the Executive Director

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

A clearly articulated Performance Review process for the Executive Director is essential. The review of the job performance of the Executive Director is based on the areas of responsibility for the Executive Director as outlined in her job description and the goals established for the year as agreed upon during the previous year's performance management review. A five point rating scale is used: outstanding, excellent, competent, needs improvement, and satisfactory.

Procedure

1. The President will convene the Performance Review Committee consisting of other members of the Executive Committee.
2. The President will invite comments from the following parties prior to a written review being prepared:
 - Directors of BCFHRS
 - Staff of BCFHRS
3. Comments made may be written or verbal. No anonymity will be granted.
4. The Performance Review Committee will prepare a written evaluation based on areas of job responsibility and goals established.
5. The President will schedule a meeting with the Executive Director to discuss performance and will invite her to prepare comments on her performance for discussion at the meeting. The written evaluation will be shared and further comment invited.
6. Following the meeting, the President will provide at least a week for the Executive Director to provide further comment on her performance and the evaluation.
7. A final evaluation document will be prepared and signed by the Executive Director and the President.
8. In cases of disagreement, the Executive Director may sign that she has read the evaluation but has not concurred with the assessment.
9. The Executive Director may discuss the evaluation with the entire Board at the next available meeting or at a specially scheduled meeting.

References to other policies: BPol 04-08 Executive Director Responsibilities

Responsibility for implementation: President

BPro 04-08 Procedure - Implementation Guidelines for the Code of Ethics

Last Revised: June 2013

Last Approved: June 2013

Preamble and Rationale

A new Board Member for the BC Family Hearing Resource Society will read, understand and agree to comply with BCFHRS's Undertaking of Office and Confidentiality Agreement, the Code of Ethics and the Implementation Guidelines for the Code of Ethics and other applicable policies and by-laws.

Procedure

1. The President of the Board of Directors shall be responsible for dealing discreetly and expeditiously with all allegations of unethical or illegal behaviour except in cases where he/she is alleged to have personally behaved unethically or illegally.
2. A Director who is confirmed as behaving unethically or illegally may be subject to immediate dismissal from holding office in the organization.
3. Where the President of the Board of Directors is accused of unethical or illegal behaviour, the allegations should be made to the Vice-President of the Board of Directors. The Vice-President of the Board of Directors is responsible to take any appropriate action.
4. New members of the Board will review and sign the Undertaking of Office and Confidentiality Agreement before taking up their duties.
5. At the first board meeting following the annual elections process at the AGM Board members will once again read and sign the Undertaking of Office and Confidentiality Agreement.
6. It is the responsibility of the Chair of a committee to ensure that all the members of the committee, including non-board members, have been made aware of the Code of Ethics and have signed the Undertaking of Office and Confidentiality Agreement.
7. BCFHRS will ensure that individuals reporting illegal or unethical behaviour are protected from harassment via the confidentiality of the treatment of their report and of any subsequent action taken. Directors are reminded that allegations of illegal or unethical behaviour are extremely serious.
8. BCFHRS's Board will review this Implementation Guide at least every three years and will welcome any suggestions for modification or improvement.

Reference to other policies: BPol 04-02 Directors Code of Ethics, **BPol 04-07** Board meetings, **BPol 04-19** Recruiting

Responsibility for implementation: President

BPro 04-09 Procedure – Undertaking of Office for Board Members

Last Reviewed: June 2010

Last Approved: June 2013

Preamble and Rationale

A new Board Member for the BC Family Hearing Resource Society, declares that they have read, understood and agree to comply with BCFHRS's Undertaking of Office and Confidentiality Agreement, the Code of Ethics and the Implementation Guidelines for the Code of Ethics and other applicable policies and by-laws. The new board member will sign and date the undertaking of office and confidentiality agreement in the presence of a witness upon being elected to the Board.

Procedure

The Board member will:

1. Respect and support BCFHRS's By-Laws, Policies, and Code of Ethics.
2. Keep confidential all information discussed at or related to Board meetings unless the Board of Directors determines that such information is public. This shall include, but not be limited to, information about personnel, conflicts, any personal information and matters dealt with during *in camera* meetings of the Board of Directors.
3. Conduct themselves in a spirit of collegiality and respect for the collective decisions of the Board of Directors and subordinate their personal interest to the best interests of the Society.
4. Immediately declare any personal conflict of interest that may come to their attention.
5. Will excuse themselves during board discussion and vote if there is a conflict of interest or perceive that there may be a conflict of interest.
6. Immediately resign their position as a Director in the event that they, in due process have concluded that they have breached this *Undertaking of Office*.

Reference to other policies: **BPol 04-02** Directors Code of Ethics, **BPol 04-07** Board meetings, **BPol 04-19** Recruiting

Responsibility for implementation: President

BProc 04-10: Evaluating/Approving the Compensation for the Executive Director

Last Reviewed: June 2013

Last Approved: June 2013

Principles

To approve the compensation for the Executive Director (and other highly compensated employees and consultants) the board must document how it reached its decisions, including the data on which it relied, in minutes of the meeting during which the compensation was approved.

Procedure

Documentation in evaluating/approving the compensation for the Executive Director will include:

1. The Executive Committee will obtain research and information to make a recommendation to the full board for the compensation (salary and benefits) of the Executive Director (and other highly compensated employees or consultants) based on a review of comparability data. For example, the Executive Committee or the Compensation Committee will secure data that documents compensation levels and benefits for similarly qualified individuals in comparable positions at similar organizations. This data may include the following:
 - A) Salary and benefit compensation studies by independent sources;
 - B) Written job offers for positions at similar organizations;
 - C) Documented telephone calls about similar positions at both non-profit and for profit organizations; and
 - D) Information obtained from similar organizations
2. A description of the compensation and benefits and the date it was approved.
3. The members of the board who were present during the discussion about compensation and benefits, and the results of the vote.
4. Description of the comparability data relied upon and how the data was obtained.
5. Any actions taken (such as abstaining from discussion and vote) with respect to consideration of the compensation by anyone who is otherwise a member of the board but who had a conflict of interest with respect to the decision on the compensation and benefits.

**References to other policies: BPol 04 – 08 Executive Director’s Responsibilities;
BProc 04 01 Evaluating the Performance of the Executive Director**

Responsibility for implementation: Executive Committee, Compensation Committee

Appendix A – A Donor Bill of Rights

<h1>A Donor Bill of Rights</h1>	
<p><i>PHILANTHROPY</i> is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To ensure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:</p>	
<p style="text-align: center;">I.</p> <p style="text-align: center;"><i>To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.</i></p> <p style="text-align: center;">II.</p> <p style="text-align: center;"><i>To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgement in its stewardship responsibilities.</i></p> <p style="text-align: center;">III.</p> <p style="text-align: center;"><i>To have access to the organization's most recent financial statements.</i></p> <p style="text-align: center;">IV.</p> <p style="text-align: center;"><i>To be assured their gifts will be used for the purposes for which they were given.</i></p> <p style="text-align: center;">V.</p> <p style="text-align: center;"><i>To receive appropriate acknowledgement and recognition.</i></p>	<p style="text-align: center;">VI.</p> <p style="text-align: center;"><i>To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.</i></p> <p style="text-align: center;">VII.</p> <p style="text-align: center;"><i>To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.</i></p> <p style="text-align: center;">VIII.</p> <p style="text-align: center;"><i>To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.</i></p> <p style="text-align: center;">IX.</p> <p style="text-align: center;"><i>To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.</i></p> <p style="text-align: center;">X.</p> <p style="text-align: center;"><i>To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.</i></p>
<p>DEVELOPED BY</p> <p>Association of Fundraising Professionals (AFP) Association for Healthcare Philanthropy (AHP) Council for Advancement and Support of Education (CASE) Giving Institute: Leading Consultants to Non-Profits</p>	<p>ENDORSED BY</p> <p>(in formation) Independent Sector National Catholic Development Conference (NCDC) National Committee on Planned Giving (NCPG) Council for Resource Development (CRD) United Way of America</p>