

# CPF Leader Networking Event and 41<sup>st</sup> Annual General Meeting

October 12-15, 2017



CANADIAN  
PARENTS  
FOR FRENCH



# Day 2 - Saturday October 14<sup>th</sup>

- ▶ Governance and Operations - Working Together
  - ▶ Branch Bylaws Update
  - ▶ National Policies Update, Next Steps Forward

## Health Break

- ▶ Governance and Operations - Innovation & Managing Risk:
  - ▶ Volunteer Management and Screening with Maria Lafitte, Volunteer Ottawa
  - ▶ Chapter and Volunteer Support- Communications Strategy

## Lunch

- ▶ Governance and Operations - The Evolving Environment:
  - ▶ Public Policy Roundtable
  - ▶ Mega Issues and Priorities: Branch Led Panel, Q and A



# Governance and Operations - Working Together

- ▶ Branch Bylaws Update
- ▶ National Policies Update, Next Steps Forward

## CPF National Bylaws Committee

- ▶ Nancy McKeraghan, Committee Chair
- ▶ Members: Gail Lecky, Rena Prefontaine, Joan Hawkins, Nicole Thibault

## Mandate for the Committee 2016-2017

- ▶ Alignment of Branch Bylaws with National Bylaws; Development of Template for CPF Branch Bylaws; Support Transition to New Branch Bylaws by year end.
- ▶ Revision of existing CPF National Policies with National Bylaws; Identify gaps for new Policies. Development of Policies and Protocols for insurance & legal compliance.



# Bylaw? Policy? Procedure? Protocol? ... Dah, what?

A plan of action; a course or method of action that has been deliberately chosen and guides or influences future decisions.

An established or official way of doing something; a series of actions conducted in a certain order or manner.

A treaty; the agreed, official system of rules governing affairs of the organization.

A rule or regulation; an ordinance made by an organization to control the actions of its members.



# Branch Bylaw Templates

- ▶ What we learned: What is common to all, Where might there be differences
- ▶ What is not included: Procedures, Protocols, Processes
  - ▶ Items from “past bylaws” (National and Branch) earmarked as “policy”

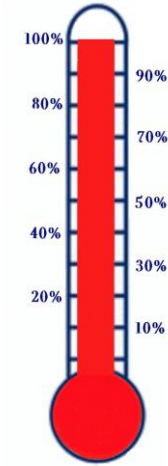
## PROCESS

- ▶ Working Table - Build on common structure, sequence, language
- ▶ Common Branch Bylaw Template circulated
- ▶ Branches - Review at Board; Sharing with Branch Membership at AGM or Special Meeting seeking Approval
- ▶ Filing - at National office, with Provincial Authority
- ▶ Deadline Goal: March 31<sup>st</sup> 2018 - or to agreed date



# Taking the Temperature ...

- ▶ Where Are We Currently?
  - ▶ Branch Experiences using the Working Table, Template, Sharing with Membership
- ▶ Remaining Questions, Clarifications, any Concerns?
- ▶ Next Steps: Chapter Bylaws
  - ▶ Will be eliminated, as Chapters will be governed by Branch Bylaws
  - ▶ Exception, if requiring incorporation and separate Bylaws for compliance to fundraising rules (casinos)
  - ▶ Will communicate change to Chapters
  - ▶ Once Policies worked completed - will develop a Chapters Policy Guide which can address any items removed from Chapter Bylaws.



# National Policies - Network Policies

- ▶ Revision of existing CPF National Policies with National Bylaws; Identify discrepancies
  - ▶ Items from “past bylaws” (National and Branch) earmarked as “policy”
- ▶ Revision of existing CPF National Policies; Identify gaps for new Policies
- ▶ Development of New Policies and Protocols; identified for insurance and legal compliance

# Benefits of Policies

The creation of policies is actually good evidence of proactive or forward-thinking management:

- ▶ Helping staff to make decisions more efficiently / increasing efficiency
- ▶ Providing instruction on how to do tasks, necessary assistance / less direct supervision required
- ▶ Creating confidence and reduce bias in decision-making
- ▶ Protecting staff from acting in a manner that might endanger their employment
- ▶ Protecting staff/volunteers from acting in a manner that might endanger the safety of themselves and others
- ▶ Help staff to initiate actions and take responsibility without constant reference to management
- ▶ Increase the accountability of the organization and its staff





# Examples ...

- ▶ Governance and operational roles clarified - financial limits and oversight, due diligence, clear expectations
  - ▶ Travel Expense Policy
  - ▶ Executive Limitations Policies (Risk Management)
- ▶ Legal and insurance obligations - Liability waivers, volunteer agreements, organizational reputation and responsibility, commitment to safety
  - ▶ Safe Working Environment Policy and Complaint Process
  - ▶ Child Safety Policy and Protocol
  - ▶ Volunteer Screening Policy and Protocol

# Common Organization, Structure

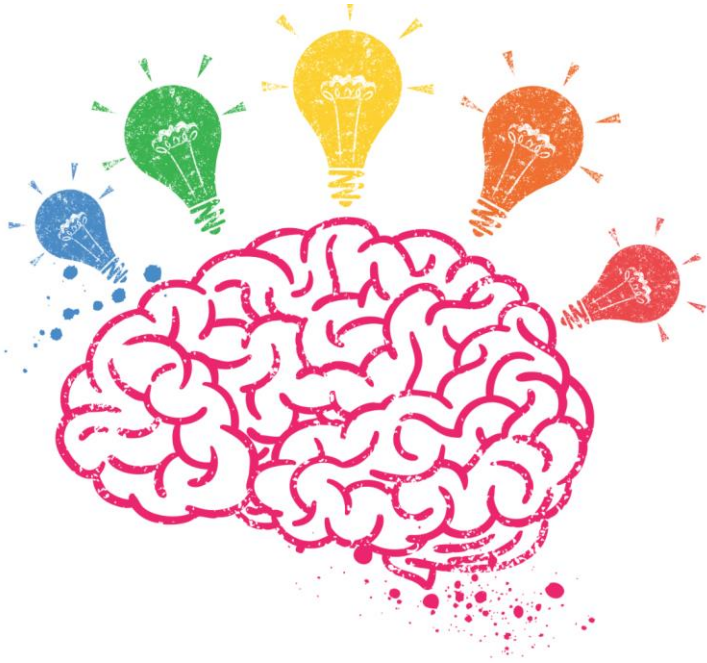
Administrative Policies (Human Resources Handbook)

Governance Policies

- ▶ Organization - Developed a Structure for Governance Policies by Purpose, Type of Policies
  - ▶ SECTION A - ENDS, MANDATE (END)
  - ▶ SECTION B - GOVERNANCE (GOV)
  - ▶ SECTION C - BOARD-STAFF RELATIONSHIP (BSR)
  - ▶ SECTION D - EXECUTIVE LIMITATIONS (EXL)
  - ▶ SECTION E - PROGRAMS, SERVICES LIMITATIONS (PSL)

# Branch Brainstorm Exercise -

- ▶ Name 10 of your Branch Policies.
- ▶ Briefly identify what purpose does the Policy serve? What type of Policy is it?
- ▶ Does each fit within one of the 5 Sections?
  - ▶ SECTION A - ENDS, MANDATE (END)
  - ▶ SECTION B - GOVERNANCE (GOV)
  - ▶ SECTION C - BOARD-STAFF RELATIONSHIP (BSR)
  - ▶ SECTION D - EXECUTIVE LIMITATIONS (EXL)
  - ▶ SECTION E - PROGRAMS, SERVICES LIMITATIONS (PSL)



# Table of Contents - Governance Policies

## SECTION A - ENDS, MANDATE

- ▶ END 01 Mission, Mandate
- ▶ END 02 Strategic Priorities
- ▶ END 03 Use of Organization Name, Brand, Visual Identity
- ▶ END 04 Membership Accessibility

## SECTION B - GOVERNANCE

- ▶ GOV 01 Bylaws and Policy Development and Management
- ▶ GOV 02 Board Guiding Principles (charitable status)
- ▶ GOV 03 Duties of Officers and Directors of the Board (roles, responsibilities & obligations)
- ▶ GOV 04 Meetings of the Board (agenda, accountability, monitoring, voting procedures)
- ▶ GOV 05 Directors and Officers, Selection and Nomination Process (exit interview)
- ▶ GOV 06 Roles and Responsibilities of Officers (legal, financial, liability)
- ▶ GOV 07 Standing and Ad Hoc Committees of the Board (mandates, roles)
- ▶ GOV 08 Communications to Membership, to Branches and Chapters, to Board
- ▶ GOV 09 Annual and Special Meetings (voting delegates, procedures)
- ▶ GOV 10 Duties of Branches and Chapters (roles, responsibilities & obligations)
- ▶ GOV 11 Duties of Councils (Presidents, Ex Directors) (roles, responsibilities & obligations)
- ▶ GOV 12 Conflict of Interest (pecuniary)
- ▶ GOV 13 Code of Conduct for Board and Executive Director
- ▶ GOV 14 Conflict Resolution / Dispute Resolution
- ▶ GOV 15 Personal Information Protection, Privacy Statement (compliance with Federal Act)
- ▶ GOV 16 Ethical Fundraising, Endowment Funds (sponsorships, donors, gifts, etc.)
- ▶ GOV 17 Corporate Records Management
- ▶ GOV 18 Orientation, Volunteer Leadership Development

## SECTION C - BOARD-STAFF RELATIONSHIP

- ▶ BSR 01 Delegation of Authority to the Executive Director
- ▶ BSR 02 Monitoring Performance of the Executive Director
- ▶ BSR 03 Maintaining Business Continuity (obligations, emergencies, etc.)
- ▶ BSR 04 Emergency, Crisis Response
- ▶ BSR 05 Signing Authority, Fiscal Management and Financial Business
- ▶ BSR 06 Risk Management (liability)
- ▶ BSR 07 Ethical Employment and Volunteer Practices
- ▶ BSR 08 Succession Planning
- ▶ BSR 09 Positive Working Environment
- ▶ BSR 10 Branch Dissolution

## SECTION D - EXECUTIVE LIMITATIONS

- ▶ EXL 01 Financial Planning and Reporting
- ▶ EXL 02 Tendering, Purchasing and Acquisition of Supplies and Services
- ▶ EXL 03 Engagement of Employees, Contractors
- ▶ EXL 04 Insurance Coverage and Protection of Assets
- ▶ EXL 05 Investment Fund Limitations
- ▶ EXL 06 Travel and Business Expenses

## SECTION E - PROGRAMS, SERVICES LIMITATIONS

- ▶ PSL 01 Awards, Honour Roll
- ▶ PSL 02 Membership and Program Service Standards
- ▶ PSL 03 Project & Program Guidelines
- ▶ PSL 04 Member Resources and Publications
- ▶ PSL 05 Communications (Website, Social Media)
- ▶ PSL 06 Funding Diversification (sponsorships, advertising, donor programs, product sales)
- ▶ PSL 07 Volunteer Screening
- ▶ PSL 08 Child Safety
- ▶ PSL 09 Intellectual Property
- ▶ PSL 10 Partnerships and Joint Initiatives



# Common Structure for Each Policy

- ▶ Common Structure with 4 parts:
  - ▶ Overall Guiding Principle
  - ▶ Objective
  - ▶ Policy
  - ▶ Special Directives
- ▶ What is not included (except in a few instances): Procedures, Protocols - to be developed.
- ▶ Consistent Language, length to 2 pages

# Conclusion / Wrap-up

## BYLAWS

- ▶ Proven Practice: Bylaws review every two years.
- ▶ Opportunity to consider updates, changes - but not expected to change with each review. Keeping a list of considerations already brought forward. Forward considerations to the National office.
- ▶ Current Branch Bylaws on file at National office.
- ▶ Chapters will be governed by Branch Bylaws.
- ▶ Complete Branch updates by March 31<sup>st</sup> 2018 - unless otherwise agreed.

# Conclusion / Wrap-up

## POLICIES

- ▶ National policy updates will continue until March 2018. Board approval ongoing. Network Feedback in Spring / Summer 2018.
- ▶ Branch Policy Review in 2018-2019. Use National Policies as Template - adopt, adapt, ensure alignment.
- ▶ Submit questions, suggestions to National office for Committee considerations - ongoing in 2018-2019.
- ▶ Develop series of Chapter-specific Policies to complement - Circulate for Network Feedback.
- ▶ Communications to Chapters - changes, updates starting in January 2018.
- ▶ Support to Branches going forward with Policies.

# Health Break, Pause-santé

► Thanks!

