

# **CPF NATIONAL GOVERNANCE POLICIES**

Updated November 2022

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## **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 A – ENDS, MANDATE

Policy No. & Title - END 01: Mission, Mandate

Date Issued: 24 March 2001

Date of Authorization: June 2017

Date Last Reviewed/Modified: August 2017

Next Scheduled Review: Fall 2018

### 1. Overall Guiding Principle

The ‘ends’ comprise the operating philosophy and focus statements in accordance with the mission, vision, and values statements of the [corporation](#).

CPF’s mission, vision and values have evolved to reflect the interests and needs of a diverse membership in every province and territory. CPF aims to create a collaborative national Network of [volunteers](#) dedicated to the promotion and creation of French as a second language learning opportunities for youth in Canada.

### 2. Objective

To clarify the mandate of the [corporation](#), the CPF Board of Directors (here after referred to as the “Board”), with the input from the CPF Network, has identified its mission, vision, values and beliefs statements.

### 3. Policy

- CPF activities, projects and initiatives will be chosen to reflect the mission, values and beliefs of the [corporation](#).
- CPF activities, projects and initiatives should move the organization forward and closer to attaining the objectives set out in the vision statement.
- It is recommended that CPF activities, projects and initiatives include youth program support, member and [volunteer](#) support, research collection and dissemination, advocacy initiatives, as well as special projects based on current needs and trends.
- CPF National, Branch and Chapters, will work together as a CPF Network to achieve the goals of the [corporation](#) and the success of its mission.
- CPF will further its aims, by seeking to develop on-going [partnerships](#) with organizations having similar or complementary goals.

- CPF will maintain financial responsibility and stability through diversified revenue generating activities while adhering to appropriate CPF Governance and Executive Limitations policies.
- The CPF National Board of Directors is responsible for ensuring a regular review process of the mission, values and beliefs of the corporation by seeking the input of the CPF Network and communicate updates and establish priorities as required.

#### 4. Specific Directives

This policy establishes these statements as the current CPF ends philosophies as agreed to by the CPF Network.

##### Our Core Idea - Why Canadian Parents for French exists

Every student in Canada should have the opportunity to learn and use French.

##### Our Mission – How

Canadian Parents for French promotes and creates opportunities for youth to learn and use French.

##### Our Vision – What we want

A Canada where French and English are an integral part of daily life among speakers for whom French and English are second or additional languages.

##### Our Distinguishing Characteristic – About CPF

Canadian Parents for French is a nationwide, research-informed, volunteer organization that represents 25,000 predominantly English-speaking members across Canada and champions the opportunity to learn and use French for all those who call Canada home.

##### Our Network Values

- Inclusivity and respect in all our interactions.
- Open communication and collaboration among all stakeholders.
- Objective and evidence-based positions.
- Innovative and aspirational, yet attainable, mission and goals.

##### Our Underlying Beliefs

- Everyone in Canada should have the opportunity to learn and use French.
- Everyone in Canada should be able to enjoy the many benefits of learning French.
- Everyone in Canada should have the opportunity to access services and to be effectively provided service in the official language of their choice.
- Learning more than one language enhances options and opportunities for everyone in Canada.
- Multilingualism, including proficiency in French, enriches young people's lives.

## SECTION A – ENDS, MANDATE

Policy No. & Title - END 02: Strategic Priorities

Date Issued: June 2017

Date of Authorization: June 2017

Date Last Reviewed/Modified: August 2017

Next Scheduled Review: Fall 2018

### 1. Overall Guiding Principle

The CPF Board of Directors, in consultation with CPF Network, will design and develop CPF Network strategic directions, establish implementation plans and monitor results.

### 2. Objective

To enable the CPF Board of Directors to identify areas of focus, to guide CPF's strategic directions, to provide a consistent framework for program and services delivery so as to better evaluate results and report impact at all levels of the CPF Network.

### 3. Policy

The National Board of Directors will determine an appropriate annual allocation of resources to support the implementation of the CPF Network Strategic Plan in consultation with the National Executive Director.

- One strategic plan will set priorities and identify desired results for the CPF Network, with Branch priority action plans ensuring governance and operations target the specific regional needs within each respective jurisdiction.
- The annual budget process will allocate resources based on these priorities.
- Yearly operational action plans, based on directions set in the strategic plan, will be developed to ensure the most effective use of resources to achieve the desired results.
- Results will be regularly monitored and evaluated to ensure that priority activities are completed on time and within budget.
- The strategic plan and the supporting action plans will be reviewed annually by the National Board of Directors.
- The results of initiatives will be reported at the Annual General Meeting and in the annual report available to the public.

- The CPF Network Position Statements state the organization’s position on issues related to French as a second language education practice, policy, and/or professional development.
- White Papers that support the CPF Network Position Statements provide an authoritative guide to inform readers concisely about the complex issues and present the CPF philosophy on the matter.

#### 4. Specific Directives

- The CPF Network strategic plan will span a five-year timeline. A committee comprising [representatives](#) from Chapters, Branches and National staff and [volunteer](#) leaders will guide the development and implementation of the plan on behalf of the Network based on four strategic areas of focus:
  - Youth – Create and promote opportunities for youth to learn and use French.
  - Members, [Volunteers](#), [Donors](#) – Support a collaborative Network.
  - Decision Makers – Inform and influence parents, partners, stakeholders, government officials and the [media](#).
  - Organization/ Leadership Capacity – Lead a dynamic, strong and effective Network.
- The CPF Network Strategic Plan posted on the CPF National website will be consulted for current strategic directions, desired outcomes, and strategies as well as details on the four major CPF Network Position Statements confirmed for communications and advocacy purposes (Universal Access, Effective Programs, Recognized Proficiency Levels, and Leadership Accountability), and the CPF white papers, current research and advocacy support materials.
- All CPF Branches and Chapters have a responsibility of staying informed of and following current strategic priorities and directives set out by the National Board.

## SECTION A – ENDS, MANDATE

Policy No. & Title - END 03: Use of Organization Name, Brand, Visual Identity

Date Issued: May 2017

Date of Authorization: June 2017

Date Last Reviewed/Modified: August 2017

Next Scheduled Review: Fall 2018

### 1. Overall Guiding Principle

A strong visual identity plays an important role in shaping the image of the corporation. Each time Canadian Parents for French engages with its audiences, there is an opportunity to communicate the corporation's vision, values and beliefs through its visual identity.

The impact of the corporation's brand is measured not only by what people know about Canadian Parents for French, and how they feel about Canadian Parents for French, but by how easily they recognize CPF and identify with the organization. Following visual identity guidelines allows the corporation to protect one of its most valuable assets – its corporate brand identity.

### 2. Objective

This policy provides specific guidelines and standards to the CPF Network and others for the implementation of the CPF visual identity, logos and graphic standards in all forms of CPF communications, as outlined in the necessary government legislation and trademarks and licensing requirements.

It also outlines the requirements for using and customizing the CPF logo and wordmark for National, Branch and Chapter use.

### 3. Policy

- Canadian Parents for French, National is the legal owner of the Canadian Parents for French name, the CPF initialism, and the official visual logo. CPF National has the responsibility of protecting the corporation's visual identity. The official logo and associated marks are trademarked and protected by licensing agreements.
- A CPF Brand Book outlines the guidelines for customizing the use of the logo required for Chapter, Branch and National variations. The Brand Book is reviewed every two years with the most current information posted on the CPF National website for reference.



- CPF has established standards for the visual identity of the organization within the CPF Brand Book. All those responsible for the production of both print and electronic communications produced by, or for, CPF are expected to apply these standards correctly.
- The CPF National Board of Directors is responsible for ensuring a regular review of the visual identity of the corporation by the CPF Network and communicate updates and establish priorities as required.
- All publications in print or electronic form and branded materials will display the approved visual identity / logo image which must appear at least once. Size and location will be dictated by space and design but the size of the word mark and images or logos will appear so that they are readily recognizable and maintain the integrity of the word mark or image.
- Other complementary images are permitted and included in the Brand Book, such as the use of the Proud of Two Languages (often referred to as the 'POTL') image with the bilingual slogan.

#### 4. Specific Directives

- The CPF Brand Book includes guidelines for logo use and customization, brand colours, complementary visual images as well the key messages, bilingual slogans approved by the CPF Network during the review process.
- In addition to the CPF Brand Book, a CPF Writing Style Guide including a FSL Glossary of Terms and Acronyms List offers the official writing guide for the CPF Network to present a consistent, professional image.

## SECTION A – ENDS, MANDATE

Policy No. & Title - END 04: Membership Accessibility

Date Issued: 24 March 2001

Date of Authorization: June 2017

Date Last Reviewed/Modified: August 2017

Next Scheduled Review: Fall 2018

### 1. Overall Guiding Principle

Canadian Parents for French has an obligation to ensure interested individuals or organizations who wish to join CPF as members can do so. Membership is open to any adult who is interested in furthering the objects of Canadian Parents for French and whose application for admission as a member has been accepted.

People have joined CPF for many reasons including to support an effort to promote and create opportunities for youth to learn and use French.

### 2. Objective

To ensure that all CPF members have a clear understanding of their rights and privileges as members of the corporation.

### 3. Policy

- Membership is available to any adult or organization who has paid the appropriate membership fee and whose application has been accepted.
- Membership becomes effective upon completion of processing and receipt of the membership fee and remains in effect for a period of twelve (12) months or thirty-six (36) months from that date depending on the fee paid.
- Membership categories, associated fees and their distribution will be established from time to time by the CPF Voting Delegates at an Annual or Special General Meeting.
- Membership in Canadian Parents for French means membership in the national organization. A member may move province or territory and remain a member.
- Membership fees are paid to and processed by the CPF National office. Funds are rebated to Branches who in return rebate funds to individual Chapters to support their activities. All funds distributed derived from membership fees, are to be used to further the goals of the corporation.

- Membership data is kept at the CPF National office. The member is assigned to the Branch in which that member resides. Place of residence is important for the purposes of voting or for representation on a Branch Board of Directors.
- Only a Canadian Parents for French [member in good standing](#) may exercise their right to vote. 'In good standing' means a member who has paid their membership dues in full for the relevant year.
- The voting rights of CPF members are as specified in the National and Branch bylaw.

#### 4. Specific Directives

- Membership Categories: Currently, Canadian Parents for French has four categories of membership:
  - Individual (voting),
  - Family (voting),
  - Associate Member Organizations (non-voting) and
  - Affiliate Members – CPF staff or individuals residing outside Canada (non-voting).
- Member Award of Recognition: the CPF Distinguished Life Membership Award

Over the course of our organization's history, CPF has recognized individuals who have rendered significant service to the organization. One recognition award conveys an individual lifetime (voting) membership in CPF. It is awarded to a CPF member, usually every 2<sup>nd</sup> year, by a review committee considering selection criteria that includes: Significant Volunteer Service to CPF, Leadership in Advancement of FSL Education, Significant National Contributions, Demonstration of Network Leadership and [Collaboration](#) and Outreach to Partners.

- Member Voting Rights:
  - Individual and Family members are entitled to receive notice of and attend all meetings of members, and are entitled to one (1) vote at the relevant Branch or Chapter meeting of members including in most cases at the Branch or Chapter Annual General Meeting.
  - Voting members elect the Branch President who is then designated to serve as the Voting Delegate on behalf of that Branch. These Branch [Voting Delegates](#) along with the Directors of the National Board elect the National President.
  - Affiliate Members and Associate Member Organizations do not have the right to vote.

## **SECTION B - GOVERNANCE**

GOV 01 Bylaws and Policy Development and Management

GOV 02 Board and Network Guiding Principles

GOV 03 Duties, Roles and Responsibilities of Officers & Directors of the Board

GOV 04 Meetings of the Board

GOV 05 Directors and Officers, Nomination and Election Process

GOV 06 Standing and Ad Hoc Committees of the Board

GOV 07 Responsibilities and Obligations of Entities of the CPF Network

GOV 08 Duties of Advisory Councils (CoP, CoED)

GOV 09 Conflict of Interest

GOV 10 Code of Conduct, Ethics

GOV 11 Monitoring Performance of Branches and Branch Dissolution

## **SECTION B – GOVERNANCE: National Board, Constitution, and Function**

Policy No. & Title - GOV O1: Bylaw and Policy Development and Management

Date Issued: December 2018

Date of Authorization: January 2019

Date Last Reviewed/Modified: January 2019

Next Scheduled Review: Spring 2019 (Network)

### **1. Overall Guiding Principle**

The Canadian Parents for French Bylaw and policies provide the guiding principles that direct the CPF Network. The National Board of Directors develop and manage the Bylaw and policies that uphold the mission and vision of Canadian Parents for French.

### **2. Objective**

To provide direction and a standard of practice in creating and managing the CPF National Bylaw and policies.

### **3. Policy**

#### **BYLAW**

- The CPF [Bylaw No. 1](#) states that a National Bylaws Committee will be formed following each Annual General Meeting and is responsible for the creation and review of all Bylaws (National and Branch) of the [corporation](#).
- The CPF National Bylaw of the [corporation](#) will be reviewed every five years with input invited from across the CPF Network.
- The [Terms of Reference](#) sets out the mandate for this committee, including member composition, the CPF Network consultation and input process and timelines. These Terms are reviewed and updated after each Annual General Meeting by the National Board of Directors.
- Once approved by the National Board, the CPF National [Bylaw No. 1](#) amendments will be presented at the next Annual General or Special Meeting for approval by the [Voting Delegates](#) by special resolution.
- Once approved by the [Voting Delegates](#), the CPF National [Bylaw No. 1](#) will be posted on CPF National's website.

- The National Bylaw Committee will ensure that Branch Bylaws remain in compliance with National Bylaws' approved additions or changes.
- Branches will share proposed amendments with the National Board of Directors (as per CPF National [Bylaw No.1](#)) prior to approval by the membership. Amendments to a Branch Bylaw are not in effect until approval is granted by the National Bylaw Committee on behalf of the National Board of Directors. A copy of each approved Branch Bylaw should be filed at the CPF National office.

## POLICIES

- The National Bylaw Committee is also responsible for the creation and review of CPF National Policies. National policies must be [consistent](#) with the National [Bylaw No.1](#).
- National Policies will be reviewed every two years [on a rotational basis](#) to ensure that they are current and relevant, and receive the invited input from across the CPF Network as per the CPF inclusive policy making procedure.
- The National Bylaw Committee will establish a process to ensure that Branch Policies remain [consistent](#) with National Policies' approved additions or changes.
- Branches will share proposed amendments with the National Board of Directors (as per CPF National [Bylaw No.1](#)) upon their approval. A copy of current, approved Branch Policies should be filed at the CPF National office.

## INCLUSIVE POLICY MAKING

- The Canadian Parents for French inclusive policy development process established in 2007 enhances the effective and inclusive governance of the Network. The formal consultation process is outlined in procedure and provides ample time for communication and Network input, prior to change and implementation.
1. Special Directives
    - The National [Executive Director](#) is responsible to ensure the CPF National Board, staff and Branches are guided, directed and adhere to the CPF Bylaw and policies.
    - The CPF Governance Policies have been divided into 5 categories. The template developed for each CPF Policy includes 5 parts:
      - Overall Guiding Principle – overarching idea, context for policy
      - Objective – aim, goal, purpose for the policy
      - Policy – set of agreed ideas to guide [behaviour](#) or a plan of what to do in a particular situation
      - Special Directives – specific, suggested, official instruction for actions
      - Bolded Words with definitions, statements that explain the meaning of a word or phrase

- The CPF inclusive policy development process:
  - Scheduled National bylaw and policy reviews and updates are completed by the National Board Bylaws Committee;
  - Amendments receive approval in principle by the National Board;
  - Amendments are posted and circulated for 60-days for CPF Network review;
  - Input is reviewed and if accepted incorporated by the Committee into the policy and circulated for National Board final approval;
  - Approved policies are communicated to CPF Network Leaders with a date for implementation;
  - Wording changes and edits that do not change the tone or meaning of a policy can be made without approval of CPF National Board and the Network;
  - Approved policies are posted on the CPF National website.
- Refer to the National Bylaw Committee's [Terms of Reference](#) for details on process.

## SECTION B – GOVERNANCE

Policy No. & Title - GOV 02: Board and Network Guiding Principles

Date Issued: December 2018

Date of Authorization: January 2019

Date Last Reviewed/Modified: January 2019

Next Scheduled Review: Spring 2019 (Network)

### 1. Overall Guiding Principle

The Canadian Parents for French Board structure and board membership is designed to enhance and facilitate CPF's ability to be a high-performing corporation and carry out the vision and mission as articulated by the Network.

### 2. Objective

To ensure awareness of the adoption of core values and guiding beliefs that assist the Board and Network in their decision making on behalf of the CPF Network.

### 3. Policy

- The CPF National Board ensures the establishment of a governance structure that reflects and advances agreed upon core values.
- The CPF National Board will function in a leadership role with a clear plan for continuity in culture and values. It strives to create a culture of learning, working for continuous improvement and maximum impact for members and stakeholders.
- The CPF Network has identified core goals for its Network and core values for its governance structure to support core collaboration.

### 4. Special Directives

- The core goals for the Network are:
  - to optimize its impact on French learning opportunities for youth across Canada;
  - to adapt, grow and enhance the access to and value of its services to youth, members and stakeholders across the country;
  - to demonstrate a cohesive approach, strong leadership, increasing its presence and visibility as a strong organization across the country.
- The core values for its governance structure include:



- Inclusivity and respect in all our interactions.
- Open communication and collaboration among all stakeholders.
- Objective and evidence-based positions.
- Innovative and aspirational while achievable mission and goals.

## SECTION B – GOVERNANCE

Policy No. & Title - GOV 03: Duties, Roles and Responsibilities of Officers and Directors of the Board

Date Issued: December 2018

Date of Authorization: January 2019

Date Last Reviewed/Modified: January 2019

Next Scheduled Review: Spring 2019 (Network)

### 1. Overall Guiding Principle

The Canadian Parents for French Board governance roles are designed to enhance and facilitate each elected individual's ability to oversee and support the high performance of the [corporation](#).

### 2. Objective

To ensure all elected CPF National Officers and Directors understand their duties, roles and responsibilities as Directors and Officers of the National Board.

### 3. Policy

#### NATIONAL BOARD AS A WHOLE

- The CPF National Board is the legal authority for Canadian Parents for French. It acts in a position of trust and is responsible for the effective governance of the [corporation](#) as a whole. This governance board provides strategic directions and identifies key priorities and delegates decision-making authority over the day-to-day operations to the [National Executive Director](#).
- The CPF National Board's primary focus will be on policy determination, interpretation and operational oversight.
- The CPF National Board will be organized for maximum effectiveness, its members appropriately competent and diverse, with rotating terms of office, and with a [clear](#) plan for continuity in leadership, culture, and values.
- The CPF National Board's duty is to the [corporation](#) as a whole: to directors, members and staff; to clients, funders and creditors; and to the government and the public. The CPF National Board is committed to demonstrating commitment to its employees and supporting its [volunteers](#).

- The CPF National Board has a responsibility to monitor its performance in meeting the primary responsibilities of the organization and to cultivate a sense of group responsibility. It will enforce upon itself whatever discipline, as 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.

#### NATIONAL BOARD DIRECTORS AND OFFICERS

- The principal roles and responsibilities of the National Board Directors and Officers are outlined in the CPF National Bylaw No.1 which aligns with the Canada Not-for-Profit Corporations Act (NFP Act).
- CPF National Board Directors and Officers are charged with:
  - maintaining the integrity and continuity of CPF's mandate at all levels;
  - upholding the mission of CPF in determining and demanding appropriate organizational performance;
  - monitoring performance at all levels of CPF to ensure compliance with governing policy; and,
  - serving as a link between CPF and its members, volunteers, and the public it serves.
- Directors and Officers sit on the Board in a personal capacity and are responsible for the oversight of the corporation by upholding the mission, vision, values, and ends policy statements.
- The duties of Directors and Officers of the Board are outlined in the CPF Board Orientation Manual and in the definitions below including: Fiduciary Duty, Duty of Knowledge, of Care, of Skill and Prudence, of Diligence, to Manage, to avoid Conflicts of Interest, and to act within Scope of Authority.
- The liabilities and protections of the Directors of the Board are outlined in the CPF Board Orientation Manual and in the definitions below including: Criminal, Civil and Statutory Liabilities and Protections such as indemnification, insurance, independent advice, disclosure of competing interests, and ratification.
- Directors' interaction with the National Executive Director must recognize the lack of authority vested in individuals except when explicitly authorized by the National Board.
- Directors of the National Board commit themselves to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum by Directors. Directors of the National Board will adhere to the Conflict of Interest policy.
- Publicly, Directors are required to faithfully communicate to the community with the principle of the National Board speaking with one voice.

#### 4. Specific Directives

- New Board Directors and Officers will receive an [orientation](#) to the Board's governance process and periodic Board discussion of process improvement to support capability and continuity of governance.
- A governance succession plan for Officer positions will be established in accordance with CPF [Bylaw No.1](#).

## SECTION B – GOVERNANCE

Policy No. & Title - GOV 04: Meetings of the Board

Date Issued: December 2018

Date of Authorization: January 2019

Date Last Reviewed/Modified: November 2020

Next Scheduled Review: Spring 2019 (Network)

### 1. Overall Guiding Principle

The Canadian Parents for French National Board meetings set parameters that allow for productive and efficient dialogue, in a style emphasizing outward perspective, encouragement of diversity of viewpoints, strategic future focused leadership, proactive collective decisions, and with a clear emphasis on generative governance.

### 2. Objective

To ensure that Board meetings are for the purpose of achieving results identified within the strategic plan as well as fulfilling the mandate of the corporation.

### 3. Policy

- Meetings will be conducted according to Robert's Rules of Order.
- Meetings may be conducted face to face, by telephone or electronically and will start and end on time. The Chair will ensure that established time frames are honoured.
- Attendance at meetings is mandatory. Directors are expected to be present and prepared, and to participate productively in discussion.
- Non-compliance with this policy is grounds for removal from the Board.
- Meetings of the Board will be at the call of the President, and will be scheduled in advance to ensure maximum attendance, except in emergency situations in which case discretion and common sense will prevail.
- CPF National Board meetings are closed with the exception of pre-arranged invited delegations or guest presentations.

- An agenda and support materials will be prepared and distributed in advance of each meeting. Announcement of an in-camera session will be on the published agenda. Any Director may request an in-camera session.
- The agenda will follow a format that supports [generative governance](#) discussion and may contain reports according to the main pillars of the strategic plan allowing monitoring of progress and oversight, as well as financial reports and policy reviews, etc.
- Minutes will be recorded; including decisions and action items, assigned responsibility areas, motions carried and time frames.
- Decisions at board meetings are made primarily by consensus.
- Items requiring a vote are made with a motion, a seconder, allowing for discussion and are passed with a simple majority. Voting will be conducted only during a meeting in which a quorum of the Board participates. Results of a vote are to be duly recorded as part of the permanent [record](#). The Chair has no vote unless it is needed for a tie.
- The minutes of meetings of the Board are published within an agreed upon time 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.
- CPF Board meeting minutes are made accessible to the public following their approval.
- A [Board Meeting Effectiveness Check](#) is conducted after every Board meeting and the results reviewed in order that they may be discussed and acted upon as necessary.

#### Annual General Meetings

- CPF National and CPF Branches must call an annual meeting of members every year. The meeting is open to the public. The [corporation](#) is required to call an annual meeting no later than 15 months after the previous annual meeting and no later than 7 months after the [corporation's](#) preceding financial year-end.
- Notice of Annual General Meetings must be provided to the CPF National office for oversight purposes and to respond to member queries. The annual meeting will ensure that members can make governance decisions based on current information; ensure transparency and [disclosure](#); and give members the confidence to continue to support the [corporation](#).

#### 4. Specific Directives

- Non-attendance at two consecutive meetings may result in providing grounds for consideration of removal of Directorship, except where prior notice of a force majeure has been given to the President.
- Directors have one week to provide agenda items and comments to the President after receiving the draft agenda. The final agenda will be distributed at least two weeks prior to the scheduled date of the meeting.
- The minutes will be finalized and distributed two weeks after the meeting.
- For information on CPF National Annual General Meeting voting rights, schedule of notices to members, and special meetings, refer to the [Bylaw No.1](#) and [Policy GOV 05](#). The AGM procedures provide details on the agenda, minutes, materials to provide to voting delegates, etc.

## SECTION B – GOVERNANCE

Policy No. & Title - GOV 05: Directors and Officers, Nomination and Election Process

Date Issued: December 2018

Date of Authorization: January 2019

Date Last Reviewed/Modified: January 2019

Next Scheduled Review: Spring 2019 (Network)

### 1. Overall Guiding Principle

Canadian Parents for French believes it is important to select Directors of the National Board by using an open, transparent and respectful process.

### 2. Objective

To establish the mandate of the Nominating Committee responsible for the Nomination and Election Process of Directors and Officers of the National Board on behalf of the Network.

To provide the steps in the process for the Nomination and Election of Officers and Directors of the CPF National Board.

### 3. Policy

#### GENERAL

- In accordance with CPF National [Bylaw No.1](#), the CPF National Board will annually establish a Nominating Committee, a [standing committee](#) of the National Board, who will solicit nominations to serve on the Board from the members of the organization and the community at large and follow nominating guidelines and voting processes as set out in this policy.
- The composition of the National Board aims to be inclusive and which will appropriately represent the interests of members of the Network, by providing the necessary breadth and depth of knowledge and experience required to meet the Board's responsibilities and objectives. The CPF Board will ensure the Nominating Committee respects the composition and qualifications of the CPF National Board Directors as set out in the Bylaws.
- Directors of the CPF National Board will be elected through a transparent process by the [Voting Delegates](#) as outlined in the Nominating Procedures.
- The total number of candidates recommended by the Nominating Committee should exceed the number of vacancies for Director positions on the Board.



- [Voting Delegates](#) will receive sufficient information on nominees to make a reasonable decision on qualifications and suitability for election to the Board.
- CPF does not support [active campaigning](#) either during the election process, at, or prior to the AGM. If this is found to occur, it may result in the disqualification of the candidate.
- The election process will allow sufficient time to vote. The election must be ratified at the AGM by [ordinary resolution](#) of all the [Voting Delegates](#) present at the AGM.
- The results of the election will be communicated to the [voting delegates](#) by the Chair of the Nominating Committee.
- The nomination and election process for Directors and Officers of the National Board will adhere to the CPF Personal Information and Privacy Policy.
- An exit interview for retiring Directors will be conducted by the Chair of the Nominating Committee, or designate, to provide information that will permit the National Board to improve its function. The retiring Director's responses will be held in confidence. The process will adhere to the CPF Personal Information and Privacy Policy.

#### ELECTION FOR PRESIDENT AND VICE PRESIDENT

- The CPF National President and Vice-President will be elected from the elected Directors through a transparent process by [Voting Delegates](#) present at the AGM as outlined in the nominating procedures.

#### 4. Specific Directives

- The CPF [Bylaw No.1](#) sets out that:
  - The CPF National Board will be composed of no fewer than three (3) and no more than seven (7) Directors.
  - A maximum of two (2) individuals may sit on the CPF National Board from any [Branch jurisdiction](#) at one time.
  - A National Board Director is required to be a [member in good standing](#) of Canadian Parents for French.
  - A CPF National Board Director may not serve on a Branch or Chapter Board at the same time.
  - An individual who has an employment relationship with Canadian Parents for French at any level may not stand for election to the National Board until twelve (12) months following the employment termination date.

- The National Board will define the duties and powers of any committee ([Terms of Reference](#)) of the National Board that it establishes and may prescribe the procedures, rules and policies to be followed.
- The [Terms of Reference](#) for the Nominating Committee is reviewed annually by the National Board at the first Board Meeting following the AGM.
- The Nominating Procedures, which outline criteria for nominating and the nominations process, are reviewed annually by the Committee and suggested changes are addressed with the National Board before the procedure can change. Criteria may include:
  - Individuals may self-nominate or be nominated by another Canadian Parents for French member.
  - A [nominator](#) must obtain the permission of the potential nominee before putting the name forward; a letter of confirmation/consent must be included in the nominations package.
  - All nominees, including current CPF National Board Directors whose term is ending and who wish to be considered for re-election, will provide a complete nominations package to the Nominating Committee by the nomination's deadline.

## SECTION B – GOVERNANCE

Policy No. & Title - GOV 06: Standing and Ad Hoc Committees of the Board

Date Issued: May 2018

Date of Authorization: June 2018

Date Last Reviewed/Modified: August 7, 2018

Next Scheduled Review: Fall 2018 (Network)

### 1. Overall Guiding Principle

Canadian Parents for French National Board Standing and [Ad Hoc Committees](#) are established to assist the National Board, by advising on priority issues, preparing policy alternatives and bringing forth implications for National Board deliberation.

### 2. Objective

To outline the duties, purpose and [limitations](#) of the CPF National Board Committees.

### 3. Policy

- The CPF National [Bylaw No.1](#) requires the establishment of two [Standing Committees](#), Nominating and Bylaws, and allows for the establishment of additional [Ad Hoc Committees](#) as approved by the National Board.
- National Board Committees are chaired by a Director of the Board. National Board Committee chairs are appointed at the first meeting of the Board after the Annual General Meeting.
- The Bylaws Committee will conduct the annual review of the Bylaws and Policy [documents](#) in accordance with the Committee's [Terms of Reference](#). The Bylaws Committee Chair will report at each National Annual General Meeting that the Bylaws have been reviewed and present recommendations for changes, if any.
- The Nominating Committee will solicit candidates to serve on the Board by following the nominating guidelines and processes as adopted by the National Board and as outlined in the Committee's [Terms of Reference](#). The Nominating Committee Chair will report at each National Annual General Meeting that the nominating process has been completed and allow for the election process to take place.
- The National Board may establish [Ad Hoc Committees](#), including setting their [Terms of Reference](#). Typical [Ad Hoc Committees](#) might include strategic planning, public policy,

membership development, and [fundraising](#) committees. [Ad Hoc Committees](#) automatically terminate after a year unless given a definite mandate by the Board.

- National Board Committees are focused on governance and report to the National Board. Staff involvement is coordinated through the [Executive Director](#).
- National Board committee member composition will be based on expertise, continuity, and staggered terms of service to enable participation of new committee members for succession and education purposes.
- A National Board committee may not speak or act for the National Board except when formally given such authority for specific and time-limited purposes by the Board. Such authority will be clearly communicated in order not to conflict with authority delegated to the National [Executive Director](#).
- The National [Executive Director](#) and National President are [ex-officio](#) members of all National Board Committees and will be identified as such. The National President has a vote only on National Committees that he/she is a full member. The National [Executive Director](#) is not entitled to vote on National Board Committee decisions.
- Meeting attendance is mandatory. Committee members are expected to be present and prepared, and to participate productively in discussion. Non-attendance at two consecutive meetings may result in providing grounds for consideration of removal of the committee member.
- The Board of Directors may, by [ordinary resolution](#), appoint or remove any committee member.
- This policy does not apply to committees formed under the authority of the National [Executive Director](#). Directors who serve on operational committees and working groups established by the National [Executive Director](#) do so as [volunteers](#) and not as Directors.

#### 4. Specific Directives

- A [Terms of Reference](#) for each National Board Committee, Standing and Ad Hoc, will clearly outline the mandate, membership and responsibilities of members of the committee. Committee meetings and activities are scheduled over the calendar year.
- The [Terms of Reference](#) for each Committee will be reviewed and updated annually by the National Board after the Annual General Meeting.
- The National office will circulate a Call for Interest to serve on National Board Committees and communicate with members of committees whose mandate has ended. Although a composition for Board committees is pre-prescribed e.g. a branch president, and branch [executive director](#), a national director, etc., changes to the composition of a Board Committee may be made by the National Board as required to fulfill the objectives of the Committee.

## SECTION B – GOVERNANCE

Policy No. & Title - GOV 07: Responsibilities and Obligations of Entities of the CPF Network

Date Issued: December 2018

Date of Authorization: January 2019

Date Last Reviewed/Modified: November 2020

Next Scheduled Review: Spring 2019 (Network)

### 1. Overall Guiding Principle

Canadian Parents for French is one incorporated organization, comprised of multiple entities that serves youth, members and stakeholders across Canada through active engagement in a united movement. CPF collaborates as a Network to optimize its impact on French second language (FSL) education for young Canadians.

### 2. Objective

To ensure all entities understand their responsibilities and obligations in advancing the CPF's mission, vision, values.

To ensure all entities understand their obligation to adhere to the CPF Bylaws, policies, strategic plan and brand.

To ensure all entities understand the commitment to, and necessity of, regular reporting and organizational procedure required to comply with funding agreements.

### 3. Policy

#### ADVANCING THE CPF MISSION, VISION AND VALUES

- The CPF Network supports the vision of a Canada where French and English-speakers live together in mutual respect with an understanding and appreciation of each other's language and culture.
- The CPF Network provides accurate information on which to base informed decisions about the choice of French second language learning opportunities for youth.
- The CPF National Board and Office engages with the federal government and national organizations involved in promoting official language bilingualism to create an environment supportive of FSL education across Canada.

- The CPF Branches and Chapters engage with education departments, school jurisdictions, schools, the public, and local organizations involved in promoting official language bilingualism to create an environment supportive of FSL education across Canada.
- The CPF Network creates, facilitates, organizes, and promotes proven practices in French language learning and cultural activities for youth.
- The CPF Network is strengthened by National, Branches and Chapters engaging collaboratively to identify challenges, explore new opportunities, implement proven practices and document results. [Collaboration](#) increases our presence and visibility as an effective leader and a strong organization working to enhance the value and quality of service to youth, members and stakeholders.
- The National Board Committees, the [CoED](#) and CoP have been established to ensure the opportunity for Network staff and [volunteer](#) leaders to participate in the collaborative process. There is a responsibility for Branch and National staff and [volunteers](#) to contribute and share the workload necessary to achieve results.
- Beyond the Annual General Meeting, CPF National will hold formal consultations and information sessions in conjunction with other regularly scheduled events such as the Annual General Meeting to enable Branch leaders to bring forward and share regional priorities and exchange on Network strategic directions.
- Branches may invite the CPF National President or designate to attend and/or speak at the Branch Annual General Meeting. The CPF National President is entitled to request to attend the Annual General Meeting and to address the CPF Branch membership. At Branch meetings, the CPF National President or designate does not have voting privileges, unless as a general member with place of residence within the Branch jurisdiction.

#### ADHERENCE TO GOVERNANCE DOCUMENTS

- As stated in [Bylaw No.1](#), unless permission has been granted by the National Board of Directors, the name Canadian Parents for French will not be used by any organized body.
- Having incorporated and been granted the exclusive use of the name Canadian Parents for French, it is understood that every Branch entity has entered into an agreement with a common understanding of CPF's goals, objectives, governing [documents](#) and mutually agreed upon [obligations](#) that affect CPF as a whole.

#### OVERSIGHT RELATIONSHIP

- The structure of CPF can be described as a [centralized federation](#). The established relationship between National and the Branches is such that National has an obligation for oversight over the Branches with respect to actions that affect CPF as a whole.

- In order to comply with the established oversight relationship of National and as required by CPF [Bylaw No.1](#), CPF National requires regular reporting and communications from the Branches.
- In exercising its oversight and authority, CPF National shares a reciprocal duty with the Branches, to act in good faith, which speaks to concepts of loyalty, respect, and fairness as stated in the CPF governance framework and pan-Canadian framework for roles and responsibilities.
- CPF National is charged with:
  - maintaining the [integrity](#) and [continuity](#) of CPF’s mandate at all levels;
  - upholding the mission of CPF in determining and expecting appropriate organizational performance;
  - [monitoring performance](#) at all levels of CPF to ensure compliance with governing policy and funder [obligations](#);
  - serving as a link between CPF and its members, [volunteers](#), and the public it serves; and,
  - ensuring that the boundaries between oversight and interference are not breached and that a dispute resolution procedure is in place.

#### 4. Specific Directives

- It is expected that all entities of CPF will:
  - Understand and use the priorities of the strategic plan as direction for their governance decision making and implementation of operational activities to advance the CPF mission, vision, values, and position statements.
  - Understand and adhere to the [obligations](#) as outlined in the CPF governance [documents](#).
  - Understand and adhere to the [obligations](#) of the signed contribution agreements with funders including reporting deadlines and using agreed-upon reporting activity and financial templates.
  - Regularly, actively participate on CPF National and Branch Committees and on [Advisory Councils](#) (CoP, [CoED](#)).

## SECTION B – GOVERNANCE

Policy No. & Title - GOV 08: Duties of Advisory Councils (CoP, CoED)

Date Issued: December 2018

Date of Authorization: January 2019

Date Last Reviewed/Modified: January 2019

Next Scheduled Review: Spring 2019 (Network)

### 1. Overall Guiding Principle

Canadian Parents for French [Bylaw No.1](#) recognizes two [advisory councils](#) as mechanisms to bring together and provide the opportunity for staff and [volunteer](#) leaders to collaborate, communicate and participate in a sharing process across the Network.

### 2. Objective

To outline the duties, purpose and [limitations](#) of the CPF [Advisory Councils](#): the [Council of Presidents \(CoP\)](#) and [Council of Executive Directors \(CoED\)](#).

### 3. Policy

- The [Council of Presidents](#) and the [Council of Executive Directors](#) meet to discuss issues, trends and priorities for consideration that affect the direction of the organization, advise the National Board, offer recommendations, share workload and report on National Committee and Branch progress, network and offer support to each other on proven practices.
- A [Terms of Reference](#) for each Council will be developed to clarify their roles, responsibilities and [obligations](#). Each Council will review these Terms annually at the meeting held in conjunction with the National AGM.
- The [Council of Presidents \(CoP\)](#) will be comprised of all duly elected Branch Presidents and the National President.
- The [Council of Executive Directors \(CoED\)](#) will be comprised of all duly hired Branch [Executive Directors](#) and the National [Executive Director](#).
- The [Council of Presidents](#) and [Council of Executive Directors](#) will meet in conjunction with the Annual General Meeting. Additional meetings by teleconference will be scheduled throughout the year and where applicable an in-person meeting outside of the AGM may



also be scheduled. In the interests of continuity, Vice Presidents may attend CoP meetings but are not allocated membership status.

- Meeting attendance is mandatory. Council members are expected to be present and prepared, and to participate productively in discussion.
- As CPF network [collaboration](#) is an obligation within our funding agreement, sufficient funds will be allocated in each respective budget to cover reasonable meeting expenses.

#### 4. Specific Directives

##### Council of Presidents (CoP)

- Each president is responsible for reporting to their respective Board and [Executive Director](#) on issues, trends and priorities for consideration that affect the direction of the [corporation](#), on a regular basis including an annual report on progress.
- The group meets by teleconference as per a pre-determined schedule determined at the meeting in conjunction with the National AGM.
- Regrets should be sent to the Chair of the meeting. The Branch Vice Presidents and the National Vice President can be asked to serve as respective designates. Vice Presidents may be invited to attend specific meetings with their respective Presidents. Alternates may attend meetings in the absence of the President but are not allocated membership status.
- Agenda items can be submitted to the Chair a week prior to the meeting or as indicated in the [Terms of Reference](#).
- Written Branch reports are submitted prior to the meetings and available for collective access.
- Minutes are taken and kept on file. Minutes once accepted and received by the Presidents, will be forwarded to their respective Boards and a copy filed at CPF National office.
- All other detail is contained in the [CoP Terms of Reference](#).

##### Council of Executive Directors (CoED)

- Each [Executive Director](#) is responsible for reporting to their respective Board on issues, trends and priorities for consideration that affect the direction of the organization, on a regular basis including an annual report on progress.
- The group meets monthly by teleconference as per a pre-determined schedule with the exception of July, August and December and any month in which an in-person meeting takes place.

- The Council may schedule additional in-person meetings as required (i.e., collaborative network development for funding applications, etc.)
- In the absence of the [Executive Director](#) no alternate is required. Permission may be granted to alternates to attend meetings in the absence of the [Executive Director](#) but alternates are not allocated membership status.
- Minutes are taken and kept on file. Minutes once accepted and received by the [Executive Directors](#), will be forwarded to their respective Presidents and a copy filed at CPF National office.
- All other detail is contained in the [CoED Terms of Reference](#).

## SECTION B – GOVERNANCE

Policy No. & Title - GOV 09: Conflict of Interest

Date Issued: December 2018

Date of Authorization: January 2019

Date Last Reviewed/Modified: January 2019

Next Scheduled Review: Spring 2019 (Network)

### 1. Overall Guiding Principle

Canadian Parents for French has an obligation to protect the corporation's interest when entering into a transaction or arrangement that might benefit the private, personal, ethical or financial interests of one of its officers, directors or employees. Conflicts of interest may jeopardize a corporation's charitable status.

### 2. Objective

To protect the corporation's public image and the integrity of its decision-making process, to enable our members and stakeholders to have confidence in our integrity, and to protect the reputations of volunteers, staff, and board members.

### 3. Policy

- This policy does not replace any applicable provincial/territorial or federal law governing conflict of interest.
- An annual review is conducted with all directors, employees, or committee members identifying situations and circumstances in which personal interests are, or can appear to be, in conflict with the interests of the corporation, including direct or indirect financial interest.
- Every individual serving in an official capacity on behalf of CPF has a duty to disclose any potential conflict of interest as specified in the definitions included in this policy.
- Any interested person will be given the opportunity to disclose all material facts to the remaining directors or committee members who are considering the proposed transaction or arrangement.
- The review of any disclosure is done privately without the presence of the interested person.

- A written record must be kept of any proceedings concerning interested persons who have either disclosed a conflict of interest, or were found to have one.

#### 4. Specific Directives

- If the Board/Committee has reason to believe an interested person has failed to disclose actual or potential conflicts of interest, it will ask the interested person to explain the circumstances.
- After review, a vote by simple majority, will be taken to determine whether a conflict exists. If it is determined, that an alleged conflict exists, corrective action may be taken.
  - If it is determined that a conflict of interest exists, the interested person will be removed from any discussion or vote on the issue. Corrective action may be taken up to and including removal of the interested person from the Board/Committee.
  - If it is determined that no conflict of interest exists, the person may participate in any discussion and be able to vote on the matter.

## SECTION B – GOVERNANCE

Policy No. & Title - GOV 10: Volunteer Code of Conduct, Ethics

Date Issued: December 2018

Date of Authorization: January 2019

Date Last Reviewed/Modified: January 2019

Next Scheduled Review: Spring 2019 (Network)

### 1. Overall Guiding Principle

Canadian Parents for French as a designated charitable organization fosters a respectful and collaborative environment, open communication and professional interactions for all staff and volunteers.

Employee behaviour expectations are outlined in the CPF Network Employee Handbook, a document which is reviewed with and signed by all employees.

We expect all volunteers to demonstrate behaviour that ensures the work of the corporation is accomplished respectfully and productively, protecting the corporation's positive public image. Ethical leadership is an essential way for charitable not for profits to maintain the public's trust.

### 2. Objective

To provide volunteers with guidelines to deter wrongdoing, reduce the level of organizational risk and increase performance by helping people make ethical choices and to ensure that there is accountability for those choices while working together to accomplish the goals of the corporation.

### 3. Policy

- CPF requires that all volunteers, including officers and directors comply with all laws, rules and regulations applicable to the corporation. Sound judgment and common sense is to be used to comply with all federal and provincial applicable laws, rules and regulations.
- CPF adheres to the Canadian Code for Volunteer Involvement which provides guiding principles that frame the relationship between volunteers and the organization, and general volunteer code of conduct expectations and is shared with volunteers during onboarding or orientation.

- In accordance with Governance Policy 11, Respectful Workplace, CPF does not discriminate, and will not tolerate discrimination, [harassment](#) or violence by or against its employees and [volunteers](#), nor condone it in any way.
- [Volunteers](#) must act in the best interests of the [Corporation](#), refraining from engaging in any activity or having a personal interest that presents a [conflict of interest](#). [Disclosure](#) of any transaction or relationship that reasonably could be expected to give rise to a [conflict of interest](#) is compulsory.
- [Volunteers](#) must maintain the confidentiality of [personal information](#) entrusted to them in their capacity with Canadian Parents for French. Unauthorized [disclosure](#) of any confidential information is prohibited.
- Every [volunteer](#) has the responsibility to ask questions, seek guidance, report suspected violations and express concerns regarding compliance with this [Code of Conduct](#), without any fear of retaliation.

#### 4. Special Directives

Canadian Parents for French demonstrates [ethical leadership](#) by:

- Complying with Federal Laws, Rules and Regulations
- Adhering to National Compliance Procedures
- Having established [Corporation](#) Policies, and
- Putting in place [risk mitigation](#) and management processes such as appropriate cybersecurity measures, conducting regular legal and banking audits, circulating permission requests for use of photographs, etc.
- Refer to specific [documents](#) developed to address employee and [volunteer behaviour](#) expectations and different aspects of conduct within the CPF workplace, including:
  - Canada Not for Profit Act
  - CPF National [Bylaw No.1](#)
  - CPF Employee Handbook
  - Canadian Code of Volunteer Involvement
  - CPF [Conflict of Interest](#) Policy
  - CPF Personal Information and Privacy Policy
  - CPF [Conflict Resolution](#) Protocol

## SECTION B – GOVERNANCE

Policy No. & Title - GOV 11: Monitoring Performance of Branches and Branch Dissolution

Date Issued: May 2018

Date of Authorization: June 2018

Date Last Reviewed/Modified: August 7, 2018

Next Scheduled Review: Fall 2018 (Network)

### 1. Overall Guiding Principle

Canadian Parents for French National is the entity charged with maintaining the integrity and continuity in the fulfilment of CPF's mandate at all levels. The National Board may be held legally responsible for any obligations not fulfilled by a Branch including debts incurred by a defaulting Branch.

Its oversight responsibility for monitoring performance of the constituent parts of the Network ensures compliance with governing policy.

### 2. Objective

To detail the obligations of CPF National and the expectations for CPF Branches in monitoring performance.

To support CPF Branches so that they may function effectively in every province and territory.

To provide direction on commencing a Branch dissolution process in the event that a branch does not fulfill its obligations as specified in CPF Bylaw No.1 or policy.

### 3. Policy

- National Board Directors and Officers will demonstrate the oversight of the corporation by systematically monitoring Branch and National office performance for adherence to legal, financial, funding and governance obligations.
- National Board Directors and Officers will intervene and offer direction to Branches on significant matters to ensure that the actions (or inactions) of a given Branch does not undermine CPF's integrity, continuity, brand, professional image or reputation throughout Canada.

- Each CPF Branch Board has authority for the management of its own Branch in compliance with CPF National [Bylaw No.1](#). Branches have autonomy to set out their own procedures and processes for accomplishing the objectives of CPF.
- Branches have a reciprocal duty to other Branches and to National in maintaining the [integrity](#) of the [corporation](#) and act in good faith, which speaks to concepts of loyalty, respect, and fairness. CPF National shares this reciprocal duty to the Branches.
- As outlined in the CPF [Bylaw No.1](#), Branches are required to annually submit to CPF National their financial statements as at the end of the previous fiscal year.
- As outlined in the Department of Canadian Heritage (PCH) funding contribution agreements, Branches are required to annually submit to CPF National their Report on Results (activity and financial), Annual Financial Statements, and Branch Annual Performance Reports.
- CPF will perform an Annual Branch Performance Reviews to identify, assess and minimize [business continuity risk](#). CPF National may request additional reports, minutes and a completed oversight checklist, and in some cases contracts (while abiding by the CPF Personal Information and Protection Policy) to enable it to act as the Branches' agent in matters relating to any potential legal or insurance issue.
- In the event that CPF National is unable to complete its obligation of oversight for any Branch, CPF National will have a process in place for review and acting, this may include beginning a process which could lead to the [dissolution](#) of the Branch.

#### 4. Specific Directives

- CPF National will request a completed Branch Oversight Checklist annually to review adherence to, but not limited to the following:
  - CPF Network mission, vision and values and the governance framework
  - CPF National [Bylaw No.1](#) and policies
  - CPF Network position statements and strategic plan
  - CPF Network brand, which includes use of name, visual and key messaging for websites, social [media](#), print publications and more.
  - Completed audited financial statements (where required)
  - Completed reports to funders
  - Annual charitable returns submitted to [CRA](#)
  - Required insurance coverage, compliance with Insurance [obligations](#)

#### Breach of Bylaws or Policy

- Conditions whereby a Branch may be deemed in breach of the National Bylaw or Policies include but are not limited to:
  - Branch Bylaws or Policies are not aligned with CPF National Bylaw and/or Policies;



- Minimum number of directors or the required executive officers has not been maintained for three consecutive years;
- Annual General Meeting (AGM) not held or the Branch AGM does not make quorum after three successive attempts;
- Inability to submit to the CPF National Office confirmation of a duly completed and received annual funding proposal, current audited financial statements (where audits required);
- Documentation demonstrating lack of continuity of operations and inability to fulfill fiscal and other [obligations](#);
- Conditions reflecting potential insolvency or bankruptcy due to financial mismanagement.

#### Branch Remediation Process

- Should CPF National become aware of any situation in which a Branch may be in jeopardy by a breach of the National Bylaw and Policies, it will:
  - Contact the Branch through the [Executive Director](#) and the President in an attempt to confirm if a breach is in effect;
  - Identify the actions required to resolve the issue;
  - Set a firm timeline for the breach to be resolved;
  - Communicate with all members of the Branch Board in writing regarding the situation to make them aware of the shortfall and resolution timeline;
  - Offer support to the Branch as requested to rectify the issue promptly;
  - Should there be no action taken by the Branch to correct the situation within the allotted timeline, the process for identifying if a [dissolution](#) is required will be initiated.

#### Process Identifying If Branch Dissolution Required

At the first indication that a Branch's operations might require intervention or be a candidate for [dissolution](#), the following will occur:

- The National President or designate will review all [documents](#) pertaining to a possible branch closure/suspension with the CPF National [Executive Director](#) and any other individuals that have been involved with the facilitation process.
- The National President inform all members of the National Board of Directors and of the Branch Board of Directors that the Branch may meet the conditions for [dissolution](#).
- The National President will call a special meeting with all the members of the Branch Board of Directors to ascertain the problem(s) and to offer assistance. Reasonable efforts will be made and actions proposed by the National Board and National Office to help bring the Branch back into good standing.
- The CPF National Board of Directors will decide, in consultation with the Branch Board, within two months or a mutually agreed upon time frame, when an escalation is needed

or when facilitation is not working and a permanent or temporary Branch closure is necessary.

- If no resolution is reached a registered letter from the National Board summarizing past events, stating the rationale for [dissolution](#) and outlining the [dissolution](#) process, will be sent to all members of the Board of Directors of the Branch. This is first notice.
- The Branch will be given 30 days to respond in writing outlining their plan to address the points raised and propose feasible solutions with a stated timeframe for completion.
- Positive Responses - Once the branch has replied, the CPF President or designate will send a letter to the Branch Board of Directors and ED accepting the proposed plan to address all of the identified problems with feasible solutions including timelines and outlining CPF's continued oversight approach to ensure the Branch is successful. This is 2nd notice.
- Negative Responses - In the event that the Branch does not agree with the assessment, does not reply or does not have the ability to put a [risk management](#) plan into effect the CPF National President or designate will send a registered letter to the Branch Board of Directors and ED outlining the [dissolution](#) process and timeline. This is 2nd and final notice.
- At this time, CPF Branch Presidents would be advised of the closure proceedings with the letter copied for distribution to their respective Branch Boards. The communication will outline the steps that will be taken including timelines.
- A formal motion by the CPF National Board is necessary to proceed with Branch closure proceedings. This carried motion signals the approval to proceed. The Branch is then formally under the stewardship of CPF National while [dissolution](#) begins.
- The [dissolution](#) process will be directly communicated by the National Office to the members of CPF served by the affected Branch. The Branch staff and Chapter members will be advised that they will be governed under the stewardship of the National Board of Directors.

#### Branch Dissolution Process

- The current Branch Board will be considered dissolved.
- The National [Executive Director](#) will put into effect the [dissolution](#) plan – including payment of all accounts payable, outstanding debts, salaries owed, transfer of branch property, etc.
- The [dissolution](#) process may be paused at any time at the discretion of the National Board if [volunteer](#) CPF members from the Branch step forward to form a new Branch Board of Directors and undertake to address all the issues outlined in the first letter (3) from the National Board. If, after a reasonable time, it becomes clear to the National Board that the

new Branch Board is not in a position to redress the situation, then the National Board will advise the Branch Board in writing of the reprise of the dissolution process; and,

- The National Executive Director – in cooperation with the Branch Executive Director or unilaterally as circumstances dictate – will have ten (10) business days to begin implementation of the dissolution plan and an additional twenty (20) business days to bring the plan to a successful conclusion.

#### Branch Assets upon Dissolution

- Where a CPF Branch is dissolved, its assets will be used to pay all dissolution costs and remaining debts of the Branch. A representative of the Branch must provide to the National Executive Director all bank statements listing balances and transactions. A cheque for the remaining balance in the Branch bank account must be made out to, and deposited by, the National Office. The Branch bank account must be closed.
- The National Office will hold the balance from the Branch bank account in trust for three (3) years. If the Branch is re-established during this three (3) year period, the balance will be allocated to the new Branch. If the Branch is not re-established during this three (3) year period, the National Board will determine whether the balance is to be allocated to any specific project or purpose, distributed to other Branches or Chapters of CPF, or allocated by the National Office for its general expenses.
- The National Board will determine whether to distribute any property held by the Branch to other Branches or Chapters of CPF, to sell the property, or to store it for a specific period of time in case the Branch is re-established.

## **SECTION B – GOVERNANCE**

Policy No. & Title - GOV 12: Safe and Respectful Workplace

Date Issued: December 2021

Date of Authorization: April 2022

Date Last Reviewed/Modified: XX

Next Scheduled Review: Spring 2024 (Network)

### **1. Overall Guiding Principle**

Canadian Parents for French is committed to maintaining a safe and respectful work environment that is free from violence, harassment, bullying, sexual harassment and discrimination.

### **2. Objective**

The purpose of this policy is to:

- maintain a working environment that is founded upon mutual respect, cooperation and understanding.
- confirm for all CPF Board Directors, management, employees and volunteers that violence, discrimination, harassment, bullying and sexual harassment will not be tolerated; and
- establish a mechanism under which complaints of workplace violence, discrimination, harassment, bullying, sexual harassment or any other improper activity or behaviour may be brought forward and properly addressed.

This policy offers guidance on how each individual can contribute towards making and keeping CPF a safe and respectful workplace.

### **3. Policy:**

To provide CPF Board Directors, management, employees and volunteers with a safe and respectful workplace, we provide all stakeholders at CPF with appropriate information, instruction and training (as needed or required by law) regarding this policy.

CPF will investigate and address all incidents and complaints of workplace violence, harassment, bullying, sexual harassment or discrimination. The results of this process may lead to disciplinary measures up to and including termination of employment with cause, or removal of a Board Director or other CPF volunteer.

Complainants, respondents and any individuals who are interviewed during the course of an investigation must not disclose any information obtained or discussed during the investigation process to any other party, either internal or external to the Corporation, except as may be required by law or instructed by CPF. Where an individual breaches the confidentiality of an investigation in violation of this policy, CPF will take appropriate disciplinary action, up to and including termination of employment with cause, or removal of a Board Director or other CPF volunteer.

Individuals are entitled to seek advice or report concerns without fear of retaliation. Retaliation against anyone who in good faith reports a possible violation or participates in an investigation is strictly prohibited, even if insufficient evidence is found to substantiate the concern. Where an individual participates in retaliatory conduct in violation of this policy, appropriate disciplinary action will be taken, up to and including termination of employment with cause, or removal of a Board Director or other CPF volunteer.

### Policy Application

This policy applies to all CPF Board Directors, management, employees (including permanent, temporary, and contract workers), and volunteers.

This policy covers any work-related environment, including:

- the office;
- any location where the business of CPF is being carried out,
- work-related conferences, meetings or training sessions;
- official and unofficial work-related social functions or settings before or after meetings.

Violence, harassment, bullying, sexual harassment and discrimination is not limited to face-to-face encounters in the physical workplace itself. It extends to all methods of communication such as calls, texts, emails and social media usage by employees or any other external stakeholders, regardless of whether it occurs during or outside of working hours.

### Workplace Violence

Violence or threats of violence by any employee or member against another individual at CPF will not be tolerated.

Workplace violence, as defined in this policy, means:

- The exercise of physical force by a person against anyone in the workplace that causes or could cause physical injury to that person;
- The attempt to exercise physical force by a person against anyone in the workplace that could cause physical injury to that person;

- A statement or behaviour that could reasonably be interpreted as a threat to exercise physical force against a person in the workplace that could cause physical injury to that person.

Some examples of the types of workplace violence include, but are not limited to:

- verbal exploitation – use of profanities, insults, yelling and/or other aggressive language
- physical assault - pushing, hitting, kicking, and/or punching
- sexual assault – groping, unwanted touching, sexually explicit and/or inappropriate comments
- threatening behaviour – stalking, destroying property, shaking fists, uttering and/or writing threats

The term violence as used in this policy covers violent behaviour that is intentional and unintentional, violent behaviour that may be due to an injury or illness, including a psychiatric condition, and/or violent behaviour that may be attributable to an employee being under the influence of drugs or alcohol. Accidental situations, such as inadvertently tripping, falling or sliding, that results in unanticipated accidental bodily contact with another individual is not meant to be covered under this policy.

#### Special Procedures Regarding Workplace Violence

Any person that witnesses or personally experiences behaviour which they feel may conform to the above definition of workplace violence must take measures to seek immediate help to ensure their safety and that of our other employees. If necessary, that person should go to a safe place, call dial 911 and report their experience. Once they are safe, they should contact their Manager, Human Resources representative, or National Executive Director to notify them of the incident. This step is essential to ensure continued safety, to secure any required counseling or medical attention, and to allow for an internal investigation. If you were a witness to an incident, you have a duty to report the incident. Where appropriate, the incident should be reported to law enforcement authorities.

#### Workplace Harassment and Bullying

CPF will not tolerate any form of workplace harassment or bullying to its Board of Directors, management, employees or volunteers by anyone. For these purposes, workplace harassment and bullying is defined as any inappropriate conduct or course of comments in the workplace that is known, or ought reasonably to have been known by the perpetrator, to be unwelcome, humiliating and/or intimidating. Harassment encompasses comments or conduct that specifically pertain to the Prohibited Grounds under the Human Rights Code. If there is no direct tie to a Prohibited Ground, the conduct or comment is considered to be bullying.

#### Examples of bullying and/or harassment include:

- Verbal or physical aggression;
- Threats, derogatory remarks, micro aggressions, jokes, innuendo or taunts about another person's physical appearance or beliefs, or any other prohibited ground (e.g., gender, age, race, etc.);
- The display of racist or offensive images, including on social media;
- Practical jokes that result in awkwardness or embarrassment;
- Unwelcome invitations or requests (whether explicit or implied);
- Intimidation, leering or other objectionable gestures;
- Condescension or paternalism that undermines self-confidence; and
- Unwanted physical contact, including touching, patting, pinching or punching.

There is a difference between bullying and harassment and other types of incidents that can happen in the work environment. The following behaviours may not be bullying and harassment if they are approached in an appropriate manner:

- Expressing differences of opinion
- Offering constructive feedback, guidance or advice about work-related behaviour and performance
- Making a legitimate complaint about someone's conduct through established procedures

Bullying and harassment should not be confused with someone in a leadership position at CPF exercising their proper authority as part of their job. Examples of reasonable management action might include making decisions relating to an employee's duties, workloads, deadlines, transfers, reorganizations, work instructions or feedback, work evaluation, performance management, or disciplinary actions.

### Sexual Harassment

Workplace sexual harassment means engaging in a course of comments or conduct based on sex or gender that is known, or ought reasonably to have been known, to be unwelcome. It includes any unwanted physical contact, invitations, attention, demands, jokes, or comments of a sexual nature which may cause offense or humiliation to any employee, or be perceived to place a condition on an individual's job or volunteer position, or has the effect of creating an intimidating, hostile or offensive work environment. A single incident may be enough to constitute sexual harassment if the conduct is serious enough that the offender must have reasonably been expected to know that it was offensive.

Examples of workplace sexual harassment include:

- Unwelcome physical contact, such as touching, patting, pinching, kissing or hugging;
- Making offensive remarks;
- Making ostensibly flattering remarks about physical appearance;
- Inappropriate staring;
- Telling offensive jokes;

- Displaying offensive pornographic or sexually explicit pictures or other materials;
- Asking questions or initiating or participating in discussions about sexual activities; or
- Making comments that could reasonably be expected to be viewed as paternalizing or which could undermine the recipient's authority.

These prohibitions against workplace sexual harassment are not intended to include romantic and/or sexual relationships arising at work that are consensual.

### Discrimination

CPF is committed to ensuring that our diverse workplace is free from discrimination of all kinds. As such, CPF will make all employment decisions, including those related to recruitment, training, transfers, promotions, apprenticeships, compensation, benefits, performance evaluations, discipline, layoffs and dismissals on a non-discriminatory basis. This includes prohibiting discrimination based on any of the prohibited grounds as defined below, unless for a bona fide occupational requirement. Where an essential job requirement negatively affects a person based on a prohibited ground, CPF will take appropriate measures to reasonably accommodate that person insofar as the accommodation does not place undue hardship on the Corporation.

Facing discrimination means experiencing an adverse impact in the workplace based, whether wholly or in part, intentionally or unintentionally, on a "prohibited / protected ground". A "prohibited ground" is defined as a characteristic that is protected from discrimination by human rights legislation. The specific prohibited grounds vary by province, however the intention of protecting people's rights is the same.

Examples of prohibited grounds include the following:

- |                                |                                                                                          |
|--------------------------------|------------------------------------------------------------------------------------------|
| • Race                         | • Marital status                                                                         |
| • Religion                     | • Family status                                                                          |
| • Sex                          | • Political belief                                                                       |
| • Sexual orientation           | • Gender Identity or expression                                                          |
| • Physical & mental disability | • Conviction of a criminal or summary offence that is unrelated to a person's employment |
| • Age                          |                                                                                          |
| • Ancestry                     |                                                                                          |
| • Place of origin              |                                                                                          |



#### 4. Specific Directives

##### Employer and Employee Responsibilities

At CPF, we believe every individual is responsible for:

- Conducting themselves in accordance with the Respectful Workplace policy.
- Refraining from engaging in any behaviour or conduct that constitutes workplace violence, harassment, bullying sexual harassment or discrimination.
- Immediately reporting to a Manager, Human Resources representative, or National Executive Director any and all incidents or situations of which they become aware which could constitute a violation of this policy.
- Cooperating fully in any investigation conducted pursuant to this policy.
- Maintaining confidentiality of all complaints and investigations.
- Refraining from engaging in retaliation or reprisal against others who exercise their rights under this policy or who participate in any process or investigation conducted in accordance with this policy.

Additional Responsibilities for Board Directors and Management:

- Modeling behaviour that is consistent with the Respectful Workplace policy.
- Fostering an environment where individuals feel comfortable bringing concerns of workplace violence, harassment, bullying, sexual harassment or discrimination to their attention.
- Reporting all incidents of workplace violence, harassment, bullying, sexual harassment and/or discrimination of which they become aware, either informally or formally, to the National Executive Director or National Board President and initiating an assessment or investigative process.
- Implementing and acting upon the recommendations arising from an assessment or investigation of incidents of workplace violence, harassment, bullying, sexual harassment or discrimination.

##### Resolving Complaints

Individuals who experience, witness or otherwise become aware of instances of violence, harassment, bullying, sexual harassment and/or discrimination in the workplace should immediately report these issues to a Manager, Human Resources representative, or National Executive Director, whomever they feel most comfortable with. Individuals are strongly encouraged to report all incidents as soon as possible after they occur by way of completing a Respectful Workplace Complaint Form. The individual(s) receiving the complaint form, or verbal complaint, will take steps to resolve the situation. In all cases, the National Executive Director or National Board President must be informed and appropriate resources will be allocated to the investigation and resolution process. Alternatively, a trusted Director of the National Board or Senior Staff, serving as designates, must be informed so appropriate resources will be allocated

to the process should the complaint be directed at either the National Executive Director or National Board President, or both.

Once the situation has been brought forward, it will be assessed in a timely manner by a neutral party (which may include the Human Resources representative, or another external third party) to determine the appropriate course of action, which may take the form of a formal investigation. The individual(s) leading the investigation process must not in any way be involved in the reported incidents, or be in a position of authority to the complainant(s), respondent(s) and/or witnesses, to ensure there is no conflict of interest.

During the investigation process, Board Directors, management, employees and volunteers are expected to cooperate fully, including complying with all requests for additional information. All parties involved in the incident will have the opportunity to be heard and to respond to any and all allegations made against them.

The investigation process will be fully documented in writing, including all complainant, respondent and witness statements, and will culminate in a report of findings and corrective actions. Such records shall be retained for not less than seven (7) years after the date of completion of the investigation. The National Executive Director, or designate, will maintain the investigation file electronically and will safe guard it through password protection.

Any decision arising out of an investigation that identifies the need for changes to CPF's current policies, by-laws, procedures, training, or practices will be implemented in the most expedited manner possible in the workplace. CPF will promptly take appropriate disciplinary action, which may include termination of employment or removal of a Board Director or other volunteer, with any individual deemed to have engaged in violence, harassment, bullying, sexual harassment, discrimination.

All complainants and respondents involved in the investigation process will be notified of the findings and recommended corrective actions to the full extent possible, while ensuring confidentiality is maintained for all investigation participants.

#### Discriminatory Actions or Retaliatory Acts

Any individual at CPF who in good faith brings forward concerns about possible workplace violence, harassment, bullying, sexual harassment and/or discrimination is assured that there will be no reprisal for having come forward, even if the actions involved are later determined by the investigation not to have constituted a breach of this policy.

CPF is prohibited from taking discriminatory or retaliatory action against anyone for exercising or carrying out a duty under applicable workplace safety and/or human rights legislation. Retaliatory conduct against an individual that has complied with this policy in good faith will be dealt with seriously, up to and including termination or removal of a Board Director or other volunteer.

Individuals who exercised any of their following rights will be protected from discriminatory or retaliatory acts:

- having exercised a right or carried out a duty under workplace safety and/or human rights legislation;
- having invoked this policy in good faith, whether on their own behalf or on behalf of another individual;
- having participated in, or cooperated with, any process or procedure set out in this policy provided they did so in good faith.

#### Malicious or Frivolous Complaints

Anyone who is found to have reported malicious or frivolous complaints under this Policy will be subject to discipline up to and including immediate termination of employment or removal of a Board Director or other volunteer. A malicious or frivolous complaint is one that is unfounded and is intentionally brought forward to seek to harm another individual or damage their reputation.

#### Confidentiality

CPF will take the required action to ensure complaints filed under this policy are kept confidential, as appropriate. However, disclosure of certain information/evidence may be required to investigate and/or process a complaint. In some instances, disclosure to other persons or agencies of a complaint, or information/evidence pertaining to a complaint, may be permitted or required by law. All participants in any complaint brought forward under this policy must maintain strict confidentiality respecting any information or evidence relating to the complaint to maintain the integrity of the investigation and to protect the wellbeing of all parties involved. Accordingly, any deliberate and unnecessary breach of confidentiality will be considered a violation of this policy, and/or a separate instance of bullying or harassment and/or retaliatory conduct. In all cases, the offender may be subject to discipline up to and including termination of their employment, or removal from the Board or other volunteer position.

#### External Stakeholders

CPF does not tolerate workplace violence, bullying, harassment, sexual harassment and/or discrimination from a non-workplace person towards any Board Director, member of management, employee or volunteer. All efforts will be made to intervene effectively to stop such behaviour. An external stakeholder who exhibits violent, bullying, harassing, and/or discriminatory behaviour against a CPF individual may be refused services or the business relationship may be terminated.

While CPF may have limited ability to investigate or control the conduct of an external stakeholder, the company shall take reasonable action to stop or reduce the risk to its Board Directors, management, employees and volunteers.

These actions may include:

- posting the Respectful Workplace policy in a location visible to external stakeholders; and/or
- requiring external stakeholders to accept and meet the terms of the Respectful Workplace policy to continue engaging in work or partnerships with CPF.

Where appropriate, the incident will be reported to law enforcement authorities.

Anyone at CPF who believes they have been subjected to workplace violence, bullying, harassment, sexual harassment and/or discrimination by an external stakeholder must bring it to the attention of their direct supervisor, Human Resources representative or National Executive Director. If such case arises, the matter will be investigated to the fullest extent possible.

## **SECTION C – RISK AND RECORDS MANAGEMENT**

RRM 01 Ethical Fundraising, Solicitation of Donations, Gift Acceptance

RRM 02 Financial Planning and Reporting

RRM 03 Maintaining Business Continuity

RRM 04 Network Emergency Crisis Response

RRM 05 Financial Accountability & Controls, Liability

RRM 06 General Risk Identification, Accountability

RRM 07 Tendering, Purchasing and Acquisition of Supplies, Services and Property

RRM 08 Insurance Coverage

RRM 09 Investment Fund Limitations

RRM 10 Corporate Documents and Records Management

RRM 11 Personal Information Protection, Privacy Statement

## SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title - RRM 01: Ethical Fundraising, Solicitation of Donations, Gift Acceptance

Date Issued: May 2018

Date of Authorization: June 2018

Date Last Reviewed/Modified: August 7, 2018

Next Scheduled Review: Fall 2018 (Network)

### 1. Overall Guiding Principle

Canadian Parents for French has an obligation to use sound, [ethical fundraising](#) practices, and to support our [donors](#) in making informed decisions regarding how they choose to support our organization.

### 2. Objective

To provide staff and [volunteers](#) with [fundraising](#) guidelines for making ethical choices while ensuring accountability, safeguarding the [donor](#) and sponsor interests, as well as protecting CPF's corporate public image.

### 3. Policy

- Canadian Parents for French has adopted the Canadian Centre for Philanthropy's [Ethical Fundraising and Financial Accountability Code](#) as its policy.
- The Board commits to:
  - being responsible custodians of donated funds,
  - exercising due care concerning the governance of [fundraising](#) and financial reporting,
  - ensuring to the best of their ability that the organization adheres to the provisions of the Code, and
  - reviewing [donor](#) and fundraising activities on an annual basis.
- Directors of the Board and staff are responsible for reading, understanding and complying with the [Ethical Fundraising and Financial Accountability Code](#).
- CPF accepts funding and [donations](#) from individuals or organizations whose values and strategic objectives best align with or at least do not counter, the CPF mission, vision, and values, that of promoting and creating French as a second language learning opportunities for youth in Canada.

- Acceptance or receipt of a [donation](#) or gift by CPF does not automatically constitute an [endorsement](#) of the individual or organizational [donor](#).

#### Charitable donations and issuance of charitable receipts

- Any CPF entity which has registered with the [Canada Revenue Agency \(CRA\)](#) will issue a [charitable donation](#) receipt for a [donation](#) made to it in its own name and retain all of the [donation](#). It is responsible for filing appropriate receipts and financial reports with [CRA](#).
- Any CPF Branch which has not registered with the [CRA](#) and which receives a [donation](#), will have the [donation](#) made payable to Canadian Parents for French. CPF National will issue a receipt for the Branch and return the funds to the Branch within 30 days. The Branch will be responsible for filing appropriate financial reports with [CRA](#).
- Where given, [tax receipts](#) will be issued to the [donor](#) by no later than February 28, 2020 of the calendar year following the year in which the [donation](#) was made for all cash [donations](#) over \$20.00.

#### Tax receipt for goods or services donated

- CPF will exercise discretion in providing [tax receipts](#) for donated goods or services and, where given, will be issued to the [donor](#) by no later than February 28, 2020 of the calendar year following the year in which the [donation](#) was made.
- The [Executive Director](#) will seek the advice of a [third party](#) competent to assess the value of the goods or services in accordance with the guidelines of the [CRA](#) if there is disagreement between the [donor](#) and CPF as to the value of the [donation](#), within the limitation outlined in the Code.

#### Sponsorship, gifts and donations

- All [donations](#) will be used to support the charity's [objects](#), as registered with [Canada Revenue Agency \(CRA\)](#).
- There must be a [clear](#) connection between the [donation](#), gift or other form of support/[sponsorship](#) and CPF's mandate when lending the CPF name or donating to, buying a gift for, or otherwise supporting/sponsoring any individual, organization, association, business or [corporation](#).
- CPF National considers [sponsorship](#) of only national events, activities and organizations which offer opportunities to market CPF's products and services, or to communicate key messages and themes.
- CPF's [sponsorship](#) programs seek to achieve a balance between community benefit, direct business benefit and image improvement. In our [sponsorship](#) programs we aim to achieve the following:

- Clear, positive, sustainable community benefit
- Enhanced community capacity
- Mutual respect
- Commercial or reputational business benefit
- Open dialogue and participation
- Measurable, positive outcomes
- Long-term commitment

#### CPF solicitation of donations

- CPF solicits donations and accepts gifts that are consistent with its mission and that support its core programs, as well as special projects.
- CPF will treat donors and prospective donors with respect when soliciting donations. Both CPF's purpose and contact information will be clearly identified when soliciting on its behalf. Every effort will be made to honour donor requests to:
  - limit the frequency of solicitations
  - only solicit respecting privacy legislation
  - discontinue solicitations where it is indicated they are unwanted or a nuisance.
- The privacy of donors will be respected as per the GOV 14: CPF Privacy and Personal Information Policy.

#### Gift Acceptance

- Gifts of Real Property, Personal Property or Securities may only be accepted upon approval of the National President. CPF urges all prospective donors to seek the assistance of personal legal and financial advisors in matters relating to their gifts, including the resulting tax and estate planning consequences.
- Decisions on the restrictive nature of a gift, and its acceptance or refusal, will be made by the National Board of Directors in consultation with the National Executive Director.
- CPF will seek the advice of legal counsel in matters relating to acceptance of gifts when appropriate:
  - Gifts of securities that are subject to restrictions of buy-sell agreements.
  - Documents naming CPF as trustee or requiring CPF to act in any fiduciary capacity.
  - Gifts requiring CPF to assume financial or other obligations.
  - Transactions with potential conflicts of interest.
  - Gifts of property which may be subject to environmental or other regulatory restrictions.
- CPF will not accept gifts that:
  - Would result in CPF violating its corporate charter.
  - Would result in CPF losing its status as a charitable organization.



- Are too difficult or too expensive to administer in relation to their value.
  - Would result in any unacceptable consequences for CPF.
  - Are for purposes outside CPF’s mission.
- In accepting to receive an insurance policy as a gift – CPF must a) own the policy, b) be named as beneficiary and c) the policy must be paid up.
  - In accepting wills as a gift – the language included in the will must specify if the gift is to CPF National or to a specific Branch and include the applicable charitable organization number.
  - In accepting stocks and bonds, shares, publicly traded securities as a gift – It is CPF policy to sell these immediately. The bank provides a receipt of the market value which then enables CPF to provide a receipt to the donor right away.

#### Restricted / Endowment Funds

- CPF will administer restricted or endowment funds consistent with the donor wishes and generally accepted accounting principles. Any endowment will be classified as “restricted”. Refer to the EXL 05: CPF Investment Policy.

#### 4. Specific Directives

- CPF issues charitable donation receipts for any donations worth \$20 or more and as per CRA guidelines.

#### Sponsorship Selection Criteria

- CPF will focus its community investment on youth and education except for philanthropy for specific causes, for example volunteer advocacy.
- CPF will not support programs for:
  - political or religious organisations;
  - projects which denigrate, exclude or offend minority community groups;
  - projects that create environmental hazards;
  - programs that uphold principles of respect that are any less than those we apply to our own people;
  - programs that involve the taking of unnecessary risks, and/or which may put public safety at risk.
- The National President authorizes approval of applications for support over \$25,000.

## SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title - RRM 02: Financial Planning and Reporting

Date Issued: August 2017

Date of Authorization: August 2017

Date Last Reviewed/Modified: October 2017

Next Scheduled Review: Fall 2018

### 1. Overall Guiding Principle

Canadian Parents for French is a fiscally responsible corporation that ensures budgets are drafted, followed, reported upon and support the corporation's strategic plan, National Board priorities and multi-year budgetary limitations.

### 2. Objective

To ensure that the CPF National Executive Director has the guidance necessary to manage and supervise the financial resources of the corporation in a prudent and fiscally responsible manner.

### 3. Policy

- The Executive Director, in consultation with the CPF Board Treasurer, will prepare and present a balanced budget to the CPF Board of Directors annually. The proposed budget should include a small projected surplus, if any.
- The Executive Director will make every effort to ensure the members of the CPF Board of Directors receive training on how to read and interpret financial statements.
- Audited financial statements will be produced annually. The financial statements of the corporation must be prepared in accordance with Generally Accepted Accounting Principles. An outside auditor will be appointed annually.
- The audited financial statements will be presented at the Annual General Meeting for approval of the members of the corporation.
- The Executive Director will comply with the current executive limitation policies that provide appropriate controls and ensure appropriate insurance coverage to mitigate organizational risk.

### 4. Specific Directives

### Annual Budget

- The CPF National annual budget must be received by the CPF Board of Directors at least 60 days prior to the beginning of the fiscal year.
- The budget must reflect the priorities identified within the current CPF Network Strategic Plan and the CPF National Action Plan. The proposed budget must allocate an appropriate amount of funds and resources for an annual fiscal audit.
- Once accepted, the budget must be adhered to in accordance with funder stipulations as well as any other guiding policies. Proposed changes to the budget are decided between the CPF National [Executive Director](#) and the CPF Board Treasurer and ratified by the CPF Board of Directors. Changes made to the original budget must be archived so that a history of the annual budget is available for review, comparison and decision making.
- Prior to every CPF Board Meeting, the [Executive Director](#) or designate and the CPF Board Treasurer will review the quarterly financial statements including the balance sheet, income and expenses statements, and [cash flow](#).

### Operational Practices

- The [Executive Director](#) will ensure that
  - a safety reserve of no less than 90 days operating costs will be available at any time; and
  - reporting [obligations](#) to authorities or funding agencies are met on time and without penalty.
- The [Executive Director](#) must seek the CPF Board of Director's approval to enter into new banking arrangements.

## SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title - RRM 03: Maintaining Business Continuity

Date Issued: May 2018

Date of Authorization: June 2018

Date Last Reviewed/Modified: August 7, 2018

Next Scheduled Review: Fall 2019 (Network)

### 1. Overall Guiding Principle

Canadian Parents for French wishes to ensure that the corporation is able to maintain its critical activities, key to ensuring the strategic intention of the Network in the face of disruptive challenges such as cybersecurity threats, fraud, flooding or theft.

Therefore, all Branch and National offices are expected to prepare, exercise, maintain and review business continuity management systems which enable ongoing operations before and/or during any potential threats or disruptions.

### 2. Objective

To define a broad framework for the implementation of CPF's Business Continuity Management to minimize the impact of business disruption and ensure CPF maintains a functional office of CPF in every province and territory.

To monitor and conduct oversight checks by ensuring procedures exist for:

- respecting CPF bylaws and policies, requesting reports as may be required, including but not limited to annual reports, financial statements, audited statements, legally binding contracts;
- recording, assessing and managing business continuity risk including plans for responding to business disruptions or incidents, the impact(s) of an event or situation regardless of cause;
- identifying, prioritizing and maintaining essential services or restoring services to a minimum acceptable level.

### 3. Policy

- The CPF National Executive Director has overall responsibility for business continuity management, with the close collaboration of the Branch Executive Directors, on behalf of the Canadian Parents for French Network.

- The CPF National Executive Director will:
  - ensure appropriate monitoring process structures are in place to implement effective business continuity arrangements;
  - monitor the implementation of this policy;
  - raise issues of concern, advising on resources necessary for the adequate control of potential severe CPF risks at the appropriate forums;
  - produce a Business Continuity Management Manual that is readily available and report same to the Board. This manual will be shared as a template for Branch Executive Directors to adapt for Branch specificity and relevant provincial or territorial legislation.
- CPF National will provide guidance and training to ensure that senior level staff are informed and able to deal appropriately with Board and Executive level issues and processes; to adopt reasonable measures to ensure the operational continuity of processes and activities, based on their criticality.
- CPF will include safety and reliability criteria within policies which reasonably ensure the continuity of the critical services provided by third parties, should said services be outsourced.
- CPF will establish appropriate communication procedures, both internal and external, which ensure their correct execution and timely delivery of information to all the stakeholders.
- CPF will communicate to all staff and volunteers their responsibilities and the procedures that may affect them, within the business continuity framework and through dissemination and training activities.
- The Business Continuity Management System will include reviews, verification checks and amendments on a regular basis as well as when significant changes arise, with the aim of continuously improving them.

#### 4. Specific Directives

- The CPF National Executive Director will annually review this policy, accompanying support documents and related policies in collaboration with the Council of Executive Directors to address any potential or pending risks.
- The CPF National Executive Director will be responsible for monitoring adherence to this policy and procedure on behalf of CPF National who has an oversight obligation to ensure that each Branch has a similar business continuity policy and information management system in place.

- The CPF National Executive Director is responsible for informing the CPF National Board of Directors of any potential risks that become apparent including those brought forward individually by Branch Executive Directors, the CoED or CoP.
- Refer to CPF Governance Policy, GOV 16: Monitoring Performance of Branches and Branch Dissolution, for details on the obligations and expectations of both National and Branches in monitoring Branch performance and in the event of possible Branch dissolution.
- Each Branch Board and Executive Director have the obligation to remain informed of obligations and limitations as articulated and defined by CPF National respecting their oversight role in maintaining the integrity and continuity of the corporation.
- Each Executive Director is responsible for keeping their respective Business Continuity Management System resource up to date as needed, whether online or as a print document and keeping their Board informed of its contents.

A Business Continuity Management System – Resource Contents to include:

- a. CPF National and Branch Staff and Board Information
  - Office telephone, email, emergency contacts
  - Home telephone, Home address
  - Cell phone numbers
  - Telephone, Computer, Server passwords
  - Current employment contracts
- b. National Office Financial Banking Information
  - Bank Account(s): account #, phone, email
  - Credit Cards: names, numbers, passwords
  - Account holders, Authorized cheque signers, E-commerce contacts
  - GST /HST numbers, contacts
  - Office Safe Combination, Safety Deposit Box location & access information
  - Auditor and Accountant: phone & email
  - Current Funding Contracts
  - Current Service Contracts
- c. National Office Not for Profit, Charitable Status and Critical Governance Info
  - Corporate Seal, Charitable registration number
  - Bylaws, Policies, Strategic Plan
- d. Databases (Research & Membership) and Accounts
  - CPF Wireless: URL, user name & password
  - CPF Research Database: URL, user name & password, instructions
  - CPF Research Database Administration: URL, user name and password
  - CPF Member Database: user name & password, instructions

CPF Member Database Administration: URL, online user name and password  
Exchange Control Server: user name and password  
Outlook Web Access: URL  
Copier/Printer: administrative password  
Canada Post Mailing Account: user name & password  
PayPal: user name & password  
Mail Chimp /other e-communications lists: user name & password  
Gmail, Dropbox / other Cloud storage account information  
CSAE, Imagine Canada, Charity Village, Volunteer Ottawa /other affiliations,  
subscriptions: user names & passwords

e. Operational and Building Contacts

Building Manager, Property Manager, Receptionist  
Weekday Service: phone and access code  
Evening/Weekend/Holiday Service: phone and access code  
Banking, Legal, Insurance Contacts  
Web, Internet Support Services Contacts  
Insurance policy companies, including number and contact information

f. Office Contractors / Suppliers

Contractor Agreements  
IT and Website support contacts, passwords  
Database technical support  
Water Cooler  
Photocopier/Printer  
Postage Meter  
Courier, Canada Post (pickup)  
Travel Agent

## SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title - RRM 04: Network Emergency Crisis Response

Date Issued: 2015 (initial policy, grid)

Date of Authorization: 2015

Date Last Reviewed/Modified: July 2017 (updated/extended policy, protocol, grid)

Next Scheduled Review: Fall 2019 (Network)

### 1. Overall Guiding Principle

Canadian Parents for French is committed to ensuring a swift, effective, evidence-based advocacy response by the CPF Network to any crises arising in French second language education.

CPF believes that effective, coordinated management by the CPF Network, allocating the appropriate human and financial resources, can assist to minimize the negative impact of an unexpected event or decision.

### 2. Objective

To outline a coordinated, shared responsibility, CPF Network response in relation to actual or potential changes, actions or decisions, most often of provincial or territorial jurisdiction, that may negatively affect the delivery of FSL programs.

To guide Network staff and volunteers in planning and preparing for events or situations that extend beyond the normal day-to-day advocacy capacity and maximize the positive results from interventions that address the crisis.

### 3. Policy

- The aim of emergency management is to minimize physical and psychological impacts on all parties and to minimize damage to assets, operations, reputation and staff productivity. Internal organizational or business continuity crises are addressed in Policy BSR 03: Maintaining Business Continuity and GOV 16: Monitoring Performance of Branches and Branch Dissolution.
- A CPF Network Emergency Crisis Response Protocol and Assessment Grid (updated 2017) has been developed to swiftly and effectively respond to any emergency situations, with the foremost goals of supporting CPF members and in demonstrating CPF leadership in representing our members.



- The National Board will conduct a review of the CPF [Emergency Crisis](#) Response Policy and Protocols every two years, and/or, following the event of an emergency situation. This policy applies to all staff, board of directors, [volunteers](#), and members.
- On an ongoing basis, CPF National will keep pertinent information related to FSL education advocacy in a central and easily accessible location. The CPF National office maintains the level of preparedness indicated in the adopted Emergency Response Protocol. The Branches will maintain the level of preparedness to the best of their ability dependent on relative capacity (human and financial resources available).
- If a crisis is suspected, a Branch [Executive Director](#) and the Branch President will assess the severity of the issue by completing the Assessment Grid. When the initial assessment indicates that CPF is dealing with a full-fledged emergency, or with one that shows signs of becoming an emergency, the Branch will contact CPF National via the [Executive Director](#). The CPF National [Executive Director](#) and President will complete the assessment grid.
- The Branch and National together will review the assessment and assign an official crisis level with intervention responses varying depending on the crisis level, funding available, and desired results.

#### 4. Specific Directives

- On an ongoing basis, CPF [volunteers](#) and staff are responsible for monitoring FSL education trends across the country and reporting potential concerns.
- The lead for the intervention will be a shared responsibility with Branches, usually CPF National staff coordinating Network communications.
- A strategy, including timeframe and desired outcome for CPF, in accordance with the [Emergency Crisis](#) Response Protocol, will be communicated and roles and responsibilities assigned to Board [volunteers](#), staff and members, and the level of Network involvement requested.
- According to the Assessment Grid, the total score will fall within a range of 10 to 40 points. A score of 30 or more would indicate an emergency, as would the highest ranking of 4 points in three categories – this will determine mandatory intervention. Participation by all Branches according to capacity will be mandatory and will become a Network priority.
- The campaign and operational response will be documented for debriefing purposes. Because education is a provincial/territorial responsibility, positive outcomes may not be possible. However, strategies will be shared across the Network, including recommended changes. Some follow up advocacy activities may need to be developed while others may need to be maintained on an ongoing basis.

- The following information will be developed by CPF National, kept in a central location and updated immediately should there be revisions or additions:
  - a. Customized [media](#) lists, contacts for [media](#) buys
  - b. Emergency campaign web page template
  - c. Canada news services accounts
  - d. Updated national membership database, including identification of all chapter executives
  - e. Current social [media](#) accounts (FB, Twitter, etc.)
  - f. Customized lists of federal, provincial and territorial cabinet ministers; shadow cabinet ministers and portfolio critics; partners and allies;
  - g. List of partners and allies; and school districts;
  - h. Templates and content
  - i. E-petition and similar accounts
  - j. Common messaging anchored in research and available in ready to go formats such as posts, quotes, data, etc.
  - k. [Training](#) in the use of all of the resources.
- Refer to the CPF Network [Emergency Crisis](#) Response Protocol and Assessment Grid.

## SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title: RRM 05: Financial Accountability & Controls, Liability

Date Issued: May 2018

Date of Authorization: June 2018

Date Last Reviewed/Modified: August 2018

Next Scheduled Review: Fall 2019 Network Review

### 1. Overall Guiding Principle

Activities undertaken by Canadian Parents for French carry an element of risk. A risk management process enables CPF to undertake these activities while managing potential adverse effects.

Managing financial risk is the responsibility of everyone in the corporation. Underpinning all financial management systems should be a series of financial policies and procedures which guide operations and lay out how the corporation uses and manages its money.

### 2. Objective

To establish financial controls within the organization that ensure accuracy, timeliness and completeness of financial data.

To outline CPF's risk management process and set out the responsibilities of the Board, the Executive Director, staff and others in relation to financial risk management, specifically signing authorities, asset protection and fiscal management.

### 3. Policy

- The Directors of the National Board have a fiduciary duty and a duty of care.
- The CPF National Board of Directors are responsible for ensuring appropriate financial competency at all levels of organization (Board, Treasurer, audit committee, executive director, director of operations, as well as external bookkeeping and auditor services) and for the oversight of robust financial systems with clear segregation of duties and to expect regular reporting and opportunity for review.

#### Signing Authority

- The CPF National Board of Directors delegates its signing authority to designated officers (President, Treasurer) and to the Executive Director. As such the President, Treasurer and

Executive Director will have the power to sign all legal documents on behalf of the organization while carrying out the ordinary course of business of the organization.

#### Internal Controls

- The Corporation will employ internal control safeguards to ensure that financial transactions are properly authorized, appropriated, executed and recorded under the responsibility of the Executive Director. These include lines of authority, conflict of interest, segregation of duties, and physical security and be in accordance with recommendations provided during the annual financial audit.
- Internal controls, fiscal policies and financial reports to be prepared, regularly reviewed and approved by the Board of Directors will include the following:
  - Annual Balanced Budget
  - Annual Financial Statements, Quarterly Reports
  - Cash Flow
  - Audited Financial Statements
  - Tax Compliance Forms
  - Financial Policies
  - Oversight Checklists
  - Financial Reporting (re: funding contributions)
  - Payroll, Benefit Contributions
  - Cash Management and Investments
  - Restricted or Reserve Fund Limitations
- Functions exercised by the Board or Treasurer and those delegated to the Executive Director are subject to regular review to ensure that the division of functions remains appropriate.
  - Matters specifically reserved for the Board include:
    - Matters involving financial amounts above a specified limit;
    - Approval of contracts and obligations above a specified limit; and
    - Approval of or changes to the annual budget.
  - Matters for which Executive Director is responsible include:
    - Protecting the Corporation's assets;
    - Board approved priorities are reflected in the allocation of resources;
    - Preparing a balanced budget based on generally accepted accounting principles; and
    - Making minor changes in the budget without board approval.

#### 4. Specific Directives

- Financial accountability will be shared between the Board and its designates.
- Not all Board members need to be familiar with financial terms and concepts, but a clear and explicit agreement of how accountability is shared is expected within the Board.
- With each new Board Treasurer or a new manager responsible for finance reporting expectations will be discussed and renewed.

Accounting	
Staff* – refers to the senior staff manager responsible for finances which may be the <u>Executive Director</u> , the Director of Operations or a designate.	
The Staff* will:	The Board will:
<p>Complete the following monthly or quarterly statements within three weeks of the end of the month:</p> <ul style="list-style-type: none"> <li>– Income and expense statements</li> <li>– Balance sheet for organization as a whole</li> <li>– Balance sheet for the endowment fund</li> <li>– Comparison of actual to budget on a year to date basis</li> </ul> <p>Prepare end of year statements and other federal or provincial forms in a timely manner and by deadlines imposed.</p> <p>Provide updates and explanations on any delays.</p> <p>Ensure that all legal <u>documents</u> and binding contracts are properly reviewed prior to signature.</p>	<p>Review the financial information provided and ask questions as required to ensure understanding.</p> <p>Review key accounting policies as per schedule or discuss with bookkeeper / auditor.</p> <p>Be educated in the overall process of accounting and the issues that might occasionally delay statements.</p> <p>Ensure that all legal <u>documents</u> and binding contracts are properly reviewed prior to signature.</p>
Budget	
The Staff will:	The Board will:
<p>Develop a proposed budget as per accepted template.</p> <p>Shift dollars along line items, or make increases in variable costs that are matched by increases in earned revenue.</p>	<p>Develop parameters or priorities for staff to guide preparation of the draft budget (such as budget is balanced or allowable profit for the year, investment in key project initiatives, or addition to cash reserves).</p>

Bring to the attention of the Board, if significant budget variances occur, explain variances and propose actions (such as attention to budget control, or revising year end projections).	<p>Give careful attention to proposed budget and subsequent reports.</p> <p>Formally accept the budget, thereby authorizing the beginning of expenditures as planned.</p> <p>Engage in long-term planning for funding (identifying potential new monies).</p>
Cash Flow Projections	
The Staff will:	The Board will:
<p>Prepare annual <u>cash flow</u> projections, a comparison of actual to projected <u>cash flow statement</u>.</p> <p>Develop a plan for bridging any projected shortages or maximizing any projected surpluses.</p>	Review <u>cash flow</u> reports and ask questions to ensure understanding.
Financial Analysis	
The Staff will:	The Board will:
<p>Prepare a brief quarterly written comment with the following:</p> <ul style="list-style-type: none"> <li>– Highlights of the period;</li> <li>– Continuing or anticipated problems and/or opportunities;</li> <li>– Analysis of financial health (outstanding payments, new contracts); and</li> <li>– Recent financial performance (interest on investment)</li> </ul> <p>As part of the annual budget preparation:</p> <ul style="list-style-type: none"> <li>– Investigate and analyze outside trends affecting the organization's finances; and</li> <li>– Revisit key decisions related to assets and liabilities (rental agreements, debt, and investments).</li> </ul>	<p>Propose items for ad hoc investigation (insurance or rental agreements, investment funds, banking fees, professional consulting service agreements).</p> <p>Discuss analyses with staff; work with staff to improve financial performance.</p>
Salaries and Personnel	
The Staff will:	The Board will:

<p>Prepare a report showing each staff position and salary for review as part of the annual proposed budget.</p> <p>Prepare an annual schedule of individuals receiving benefits and the amounts contributed by the organization.</p> <p>Prepare a report of the legal forms issued on behalf of individuals employed.</p> <p>Update personnel policies as per schedule.</p>	<p>Review the salary ranges schedule for each category of employee.</p> <p>Periodically review employee benefits.</p> <p>Approve guidelines for performance-based compensation if appropriate.</p> <p>Negotiate and approve the <u>Executive Director's</u> salary.</p> <p>Ensure that other salaries are within approved ranges or, if not, to have approved exceptions.</p> <p>Periodically review and approve updated personnel policies.</p>
Audit and Internal Controls	
The Staff will:	The Board will:
<p>Ensure that audited statements are completed within five months of the end of the fiscal year.</p> <p>Prepare a written response to comments and recommendations in the management letter, if one is received.</p> <p>Develop and review <u>internal controls</u> and follow procedures in the spirit as well as to the letter.</p>	<p>Take the lead in interviewing prospective auditors and review bids (when requested).</p> <p>Select the auditor.</p> <p>Meet at least once per year with auditor without staff present.</p> <p>Receive audit letter directly from auditor.</p> <p>Review written <u>internal controls</u> procedures.</p>
Overall	
The Staff will:	The Board will:
<p>Make a good faith effort to communicate all significant information.</p> <p>Complete requests for ad hoc reports.</p> <p>Appreciate that tough questions are appropriate and not hostile.</p> <p>Offer good answers.</p>	<p>Give serious attention to financial information.</p> <p>Be understanding when delays or problems occur.</p> <p>Make reasonable requests for ad hoc reports.</p> <p>Work as problem solvers as well as governors.</p>

	<p>Respect the difficulty of the work and express appreciation when appropriate.</p> <p>Ask good questions.</p>
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## SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title - RRM 06: General Risk Identification, Accountability

Date Issued: August 2017

Date of Authorization: May 2018

Date Last Reviewed/Modified: July 2019

Next Scheduled Review: Fall 2019 Network Review

### 1. Overall Guiding Principle

Canadian Parents for French believes that proactive oversight and risk management are shared responsibilities of the Board and Executive Director which should become part of the Corporation's culture.

Conduct an annual review using the framework provided to develop a strategy that balances risks' potentially negative impacts against the rewards to be gained by overcoming them and ensuring the mission and vision can be fulfilled in a caring and safe environment.

### 2. Objective

To provide a framework to help forecast and evaluate potential risks increasing the overall awareness throughout the corporation and identify procedures to assess or minimize their impact.

### 3. Policy

- As part of their oversight role, the National Board of Directors will conduct a risk management exercise on an annual basis. The exercise involves three phases: risk identification, risk mitigation and risk monitoring, bringing awareness to any potential risks affecting the corporation in the short or long term.
- This Risk Identification Framework is designed to consider the following areas of risk:
  - Financial (fraud, theft)
  - Leadership (governance)
  - Strategy (ethics)
  - Reputational (brand, communications)
  - Operational (management)
  - Compliance (legal, fiscal, insurance)
  - Hazardous (environmental)
  - External (political, competition)

#### 4. Specific Directives

- CPF will conduct an annual Risk Analysis Grid during the annual review of the Strategic Plan. This plan will include but is not limited to:
  1. Assessing the risks facing the organization (consider analysis of probabilities, identification of interconnections, and examination of severity of impacts).
    - a. Establish context – environmental scan
    - b. Identify risks - strategic plan
  2. Setting Priorities (which risks are most likely to occur and could have the most negative effects?)
    - a. Analyze consequences (probability of occurrence being high, moderate, low), interconnections (how different trends may affect others) and compounding effects (how one decision may impact on other aspects of the organization)
    - b. Re-analyze consequences
    - c. Prioritize
    - d. Assess risk tolerance – avoid, transfer, mitigate, accept
  3. Making Decisions (how should the risks be addressed? What are the responsibilities of different players?)
    - a. Choose response strategy
    - b. Monitor

## SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title - RRM 07: Tendering, Purchasing and Acquisition of Supplies, Services and Property

Date Issued: August 2017

Date of Authorization: August 2017

Date Last Reviewed/Modified: October 2017

Next Scheduled Review: Fall 2018

### 1. Overall Guiding Principle

It is important to CPF to establish a sound procurement process that governs the tendering, purchasing and acquisition of goods and services; one that further serves to secure the best value for the [corporation](#) in order to function effectively while enhancing access, competition and fairness.

### 2. Objective

To establish sound guidelines on tendering, purchasing and acquisition of goods and services.

These guidelines will ensure timely, efficient, and economically sound procurement, in keeping with good business practices and they will demonstrate openness and fairness to all potential suppliers and service providers.

### 3. Policy

- Procedures relating to the tendering, purchasing and acquisition of supplies and property will be established and will vary according to the scope of purchasing.
- Purchases from all suppliers require an official printed receipt or purchase order. Prices must include all applicable taxes and other considerations, e.g. delivery.
- Under certain circumstances, the requirements for tenders and quotations may be waived and replaced by authorization for the [Executive Director](#) to negotiate. This could occur when goods are in short supply due to market conditions, where there is only one source of supply for the goods and services to be purchased, where two or more identical bids have been received, or when the extension of an existing contract would prove more cost effective or beneficial.
- Tenders must be sought for existing contracts having been extended for more than 2 years. This review of existing contracts and deliverables and re-tendering is required between the second and fourth year of each contract regardless of satisfaction of services supplied by vendor to ensure competitiveness pricing on behalf of the [corporation](#).

- Gifts received, other than items of small intrinsic value, should not be accepted from suppliers or prospective suppliers.
- Bonus items must be allocated to the CPF inventory and used for CPF sponsored activities.
- If a conflict of interest exists, it must be immediately declared to the CPF National Board.
- It is the responsibility of the Executive Director to ensure the implementation of the procedures by all staff and volunteers.

#### 4. Specific Directives

##### Scope of Purchases

- For purchasing transactions with a total value less than \$2,500 – single source / non-competitive process.
- For purchasing transactions with a total value from \$2,500 to \$5,000 – three quotation process.
- For purchasing transactions with a total value over \$5,000 – invited tender, request for proposal / competitive procurement process.

##### Contracts

- Contracts for transactions with a total value less than \$2,500 require a written invoice.
- Contracts for transactions with a total value more than \$2,500 require a written agreement defining the scope of work and may be subject to a request for proposal (RFP) or three quotation process.
- Contracts must state the work or services to be provided: define the scope, time frame and cost of the work or service and outline the responsibilities of each party to the work contract.
- Additionally, it is good business practice to include in a contract information on:
  - how payment and invoicing are handled;
  - whether any expenses are covered;
  - which limitations, if any, bear upon contractor, who can terminate or suspend the contract and under what conditions;
  - who holds control of copyright, patents or other rights;
  - who is responsible for remitting taxes;
  - who is responsible for professional and general liability or other insurance; and
  - requirements for the return or disposal of information or documents which details cover the warranty for goods or services provided.

## SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title - RRM 08: Insurance Coverage and Protection of Assets

Date Issued: August 2017

Date of Authorization: August 2017

Date Last Reviewed/Modified: October 2017

Next Scheduled Review: Fall 2018

### 1. Overall Guiding Principle

Canadian Parents for French carries out various activities, some of which may run risks in maintaining the fiscal integrity and public image of the corporation. In its oversight role, the Board of Directors must consider potential risks that may cause damage to clients, volunteers, employees, suppliers, members or third parties.

The Board of Directors chooses to pass the risk on to an insurance company by paying for insurance coverage to protect its assets.

### 2. Objective

To ensure that Canadian Parents for French is able to effectively minimize the risk of doing business for the corporation by obtaining insurance coverage that will adequately protect and safeguard the physical, financial, and intellectual assets of the corporation and the well-being of all members, employees and volunteers.

### 3. Policy

- The Executive Director annually reviews all of the corporation's insurance policies to adequately protect and safeguard the well-being of all assets of the corporation. This review will consider, but not be limited to, the prevailing economic conditions, current legal issues and concerns, changing environment, dollar coverage amounts, total expected participation and current operating budget.
- The Executive Director will ensure that the members of the CPF Board of Directors receive information about the limitations of the insurance coverage provided and how it protects the individuals who work or volunteer on behalf of the corporation. The Executive Director will make every effort to provide training on this subject to the Network.

### 4. Specific Directives

Liability Insurance

- The [corporation](#) will carry adequate Directors' and Officers' [Liability](#) Insurance in order to protect all officers and members of the respective Boards of Directors in their leadership roles on behalf of the [corporation](#).
- The [corporation](#) will carry adequate [Liability](#) Insurance in order to protect all personnel involved with delivering its programs and services and for the legal responsibility to others injured through its business activities. Personnel included in coverage include, but not be limited to, Board of Directors, [volunteers](#) and staff.
- All [Canadian Parents for French sponsored activities](#) and programs will be conducted bearing in mind the [limitations](#) of the insurance policy.
  - in the case of activities involving minors, CPF will act in the capacity of a parent, establishing [clear](#) safety and security procedures that are [consistent](#) with current legal requirements and [accepted parental supervision practices](#).
  - CPF has ensured that there is a [Child Safety](#) Policy and a supporting [Protocol](#) in place. For more, see: [PSD 08 Child Safety Policy and Child Safety Protocol](#).
  - CPF National, in [collaboration](#) with Branches, will ensure participants, supervisors, parents and [volunteers](#) are aware of the policy and procedures as a component of registration and participation.
  - All [volunteers](#) and paid staff are required to review the procedures and accept the conditions before working on behalf of the [corporation](#).
- To ensure uniform indemnification coverage through the Canadian Parents for French [corporation](#), all CPF Branches and offices must carry minimum indemnification insurance through the insurance policy held at the CPF National office.
- Coverage will include Employment Practices insurance that protects the [corporation](#) in the event of wrongful dismissal lawsuits.
- [Volunteers](#) conducting CPF off site activities may request a third-party [liability](#) insurance certificate from CPF National as required.

#### Property Insurance

- The [corporation](#) will carry adequate Property Insurance in order to protect against losses including the stock and equipment contained within the business premises and all of the [corporation](#)'s physical premises and assets.
- Any property owned or leased locally, including at Branches and with Chapters, is deemed legally to be the property of Canadian Parents for French and could be at [risk](#) should the [corporation](#) face legal challenges that exceed its insurance coverage. Sufficient property insurance (fire, theft, etc.) on any property owned or leased in the name of Canadian Parents for French will be maintained by the Branch or Chapter to protect the [corporation](#) from loss.

#### Other

- The corporation will consider Event Cancellation Insurance if and when the activities of the corporation warrant. Registration fees, advertising revenues and sponsorship monies are all sources of revenue that could be protected under such insurance policies.
- The use of outside contracts should not subject Canadian Parents for French to additional risk. All contracts will include an acceptable indemnification clause. Canadian Parents for French is only willing to accept responsibility for losses due to negligence on its own part, not on the part of others. Contractors are in business to provide services or products and should take responsibility for their activities and have insurance or the financial ability to cover their liabilities. Contracts must never leave CPF “solely liable”.
- The Executive Director will not, without Board approval, operate without safekeeping key legal and contractual documents or without implementing procedures for backing up and safekeeping computer records.

## SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title - RRM 09: Investment Fund Limitations

Date Issued: August 2017

Date of Authorization: August 2017

Date Last Reviewed/Modified: October 2017

Next Scheduled Review: Fall 2018

### 1. Overall Guiding Principles

Canadian Parents for French affirms the need for the corporation's investment funds to be managed effectively, prudently and in compliance with all applicable legal requirements to maintain and strengthen the corporation's financial health.

### 2. Objective

To provide guidelines to the Board of Directors and staff charged with fiduciary responsibility for the corporation's assets for preserving existing capital and enhancing income.

To provide direction and limits to the Executive Director with respect to investing the funds of the corporation in order to obtain the highest possible return, while at the same time minimizing the potential risk to the corporation.

### 3. Policy

- This policy pertains solely to funds assigned as restricted assets, outside of the corporation's operating funds (unrestricted assets). Currently, the corporation holds one restricted fund, the Mary Joyce Booth Endowment.
- The Executive Director and the Board Treasurer are authorized on behalf of the Board of Directors to direct short term investment of the corporation's funds (not to exceed one year).
- The Executive Director will ensure that the Board Treasurer, CPF Board of Directors, the current investment firm and staff charged with fiduciary responsibility for the corporation's assets are aware of the limitations of this policy.
- All investments must be guaranteed either by Canadian Deposit Insurance Corporation or a major Canadian Chartered Bank, or any similar institution offering investment insurance.
- The Executive Director will ensure that:
  - Purchase or withdrawal of investments are done in writing.



- Any interest accrued on the investment of the Reserve Fund is reinvested therein.
- A report on all investments is provided to the CPF Board of Directors on an annual basis by the Board Treasurer.
- This policy and the [corporation](#)'s investments are reviewed every two years.

#### 4. Specific Directives

- No more than \$100,000 will be invested in one institution (insurance provisions).
- No single holding will exceed 20% of the portfolio (other than a mutual fund or pooled trust) unless it is guaranteed either directly or indirectly by the Government of Canada, or is specifically agreed to by the [corporation](#).
- The capital fund investment portfolio includes an equity component. Investment advisors may not deviate from the following asset mix: Cash 30% Bonds 30% Equities 40%
- A mix of low to medium [risk](#) investment instruments will be used.
- No private placements, either equity or fixed income, will be purchased without the specific authorization of the [corporation](#). The purchase of direct real estate or resource property requires specific authorization and will be subject to guidelines as identified in the amendments to the Pension Benefits Standards Regulations.
- No bond investments (excluding convertible debentures) will be purchased that are not rated A or better by the Canadian Bond Rating Service (CBRS). Bonds held where the rating has dropped below A-, i.e. BBB or less, will be evaluated by the Treasurer on an individual basis every two years.
- No investments will be made in letter stock where the escrow period exceeds 12 months. No options or futures will be purchased or held in the portfolio. The portfolio will not be invested directly in commodities. No short sales or transactions on margin will be executed in the portfolio.

#### Mary Joyce Booth Restricted Fund

- A schedule established that the fund will be allotted each year to youth activities or programs directly related to increased FSL opportunities for students in Canada, based on \$1,000 per Branch or office (currently to a maximum of \$11,000 per year) that makes an annual request in writing no later than January 31<sup>st</sup> of the same year and submits an **Activity Impact Report** by April 30<sup>th</sup> of the new fiscal year.
- Priority projects are those that benefit youth directly, including camps, exchanges, extracurricular clubs, scholarships for select French Second Language (FSL) programs, other youth-oriented, FSL-driven initiatives in compliance with CPF's mission and vision.

- The fund must not be used to support for-profit, political, religious or government ventures, provide staff development for employees of CPF, purchase technological equipment or office supplies for any CPF office or chapter, promote CPF via membership campaigns, advocacy campaigns, membership drives, or other forms of direct marketing.

## SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title - RRM 10: Corporate Documents and Records Management

Date Issued: May 2018

Date of Authorization: June 2018

Date Last Reviewed/Modified: August 7, 2018

Next Scheduled Review: Fall 2018 (Network)

### 1. Overall Guiding Principle

Canadian Parents for French wants to ensure that CPF documents and records are readily available, efficiently managed and comply with established procedures.

A good records management system helps organizations avoid penalties when regulators, auditors and other governing bodies come calling. Document management and records management also share a common goal of business continuity.

### 2. Objective

To provide direction, and establish standard practices and timelines, to manage documents and records at CPF, allowing for faster documents approval, reducing manual data entry and automating recurring tasks.

To ensure CPF keeps the records it needs for business, regulatory, legal and accountability purposes.

### 3. Policy

- Appropriate controls and protocols, including operational and procedural guidelines, will be established for records and documents management and will be reviewed annually.
- All CPF staff and volunteers will ensure they are familiar with the standards of practice CPF requires in the management of its corporate records which is based on current legal requirements and professional best practice.
- This policy pertains to the management of essential corporate records which provide evidence of the activities of CPF's functions and policies. Such records have strict compliance requirements regarding their retention, access and destruction, and generally have to be kept unchanged. Public documents are not included in this policy as they fall under administrative policy.

- Vital records will be identified and managed in a secure way, protected from corruption, damage, and unauthorized access.
- Access and use will be prudently managed to ensure security and compliance with legislative and business requirements.

#### 4. Specific Directives

##### Records Management Cycle

- CPF classifies its records as:
  - personal confidential records,
  - proprietary confidential records, and
  - public corporate records.
- CPF will provide staff and volunteers with ongoing training on appropriate methods for record management, for both electronic and hard copy storage and considering the most current technology protection procedures and cybersecurity management considerations.
- The Record Management Cycle includes 5 steps:
  - create/receive,
  - use/modify,
  - maintain/protect,
  - dispose/destroy
  - archive/preserve

## SECTION C – RISK AND RECORDS MANAGEMENT

Policy No. & Title: RRM 11: Personal Information Protection, Privacy Statement

Date Issued: May 2018

Date of Authorization: June 2018

Date Last Reviewed/Modified: August 7, 2018

Next Scheduled Review: Fall 2018 (Network)

### 1. Overall Guiding Principle

Canadian Parents for French complies with Canada's Personal Information Protection and Electronics Documents Act (PIPEDA) and any other [personal information](#) protection legislation that may be applicable. CPF is firmly committed to protecting the privacy of CPF members and others who use our services, including their privacy online.

### 2. Objective

This policy describes the guidelines and practices with respect to the collection, use and [disclosure](#) of [personal information](#) and applies to [personal information](#) of members and prospective members, others who have expressed an interest in CPF or have participated in an event sponsored or organized by CPF.

A Web Privacy Policy is posted on the CPF National website and is designed to assist users in understanding how CPF collects, uses, discloses and retains the [personal information](#) provided to the [corporation](#) and to assist users in making informed decisions when using our website.

### 3. Policy

- Consent is to be obtained from members / clients / users to collect, use or disclose [personal information](#) at or before the time the information is collected, regardless of the manner of collection (ie. website account information; or information obtained from a member of the public during a CPF event). The CPF network consists of all Branches and Chapters and consent to the collection of [personal information](#) by CPF may imply consent for that information to be shared across the CPF network, so long as the [disclosure](#) is related solely to the purpose for which the information was collected. Where appropriate, the individual collecting the [personal information](#) may need to seek express consent for the internal sharing of [personal information](#) with other branches and chapters. Whenever it is unclear whether consent to share the [personal information](#) with other branches and chapters has been granted, the individual shall be contacted to confirm his or her consent.

- Individuals can withdraw their consent for CPF to use or share their personal information at any time and such a request will be honoured promptly by all individuals working with CPF including employees and volunteers at all branch and chapter locations.
- Personal information collected is to be used solely for the purpose for which it was collected or for a use consistent with that purpose. The purpose will be stated at the point of collection in order that the individual may knowingly consent to the collection of their personal information. If information is to be used for a different purpose, permission will be sought from the individual.
- Occasionally, CPF may use personal information to notify a member about important changes to our website, new services, promotions and other information we think the member may find valuable. A member will only receive such communications if they chose to receive them when the online account was created, requested further information, or otherwise asked to be contacted by Canadian Parents for French, and any individual may refuse further notifications from CPF by selecting “unsubscribe” on digital communications, altering their online profile to refuse notifications, or contacting the CPF National Office.
- Canadian Parents for French shares personal information only with those employees and/or volunteers who require such information to establish, manage and maintain our relationship with members / clients / users. Information may be disclosed with a third party to support the purposes for which the personal information was collected only when such third party is bound by agreements that obligate them to only have access to/use of personal information that is needed to perform their services and that state that they may not use the personal information for any other purpose. Whenever it is unclear whether consent to share the personal information with a third party has been granted, the individual shall be contacted to confirm his or her consent.
- Canadian Parents for French takes reasonable measures to ensure that personal information is kept safe from loss or theft, unauthorized access, use, copying, disclosure or modification. Safeguards include physical, organizational and technical measures which may change from time to time or depending on the sensitivity of the personal information in CPF’s possession.
- The CPF National Board will review this policy every two years. Canadian Parents for French reserves the right to modify, amend or restate the Web Privacy Policy from time to time with or without prior notice.
- CPF will destroy all personal information obtained from members / clients / users within 3 months following the end of the member / client / user relationship or upon request of the individual.

- All inquiries respecting CPF's [personal information](#) handling practices, changes to [personal information](#) held by CPF, or complaints respecting CPF's compliance with applicable privacy legislation shall be directed first to the [Executive Director](#) of the Branch, and then to the National [Executive Director](#) where the inquiry or complaint cannot be resolved at the Branch level.

#### 4. Special Directives

- CPF may collect [personal information](#) from members / clients / users in several ways, for example:
  - Updating membership profiles
  - Applying for jobs or [volunteer](#) opportunities
  - Using online forms
  - Online store transactions
- All member [personal information](#) reaching beyond public information is stored with and protected by CPF National to ensure adherence with privacy legislation.
- Canadian Parents for French takes all reasonable measures, including offering appropriate staff [training](#) and implementing appropriate safeguards to protect the [personal information](#) submitted through our website and restrict the use of this information on a "need to know" basis.
  - CPF uses encryption and secure socket layer (SSL) technology to protect the [personal information](#) submitted through our website.
  - CPF utilizes [Web Analytics](#) and [Cookies](#). When a user visits our website, we may collect information about the user's browser, IP address, date and time of visits, pages viewed, time spent on our website, and the websites visited just before and just after our website. This information is collected solely for the purposes of diagnosing problems with our website and to track website usage. A user can choose to set their browser to refuse or remove [cookies](#), or to alert them to the potential transfer of [cookies](#) to their device.
- The CPF National President has the authority to receive and respond to complaints and inquiries about how [personal information](#) is collected, safeguarded, and disclosed. The President may delegate this responsibility to the [Executive Director](#).

## **SECTION D – NATIONAL EXECUTIVE DIRECTOR: RECRUITMENT, DELEGATION AND SUCCESSION**

RDS 01 Hiring and Delegation of Authority

RDS 02 Monitoring Performance of the Executive Director

RDS 03 Succession Planning



## SECTION D – NATIONAL EXECUTIVE DIRECTOR: Recruitment, Delegation, Succession Planning

Policy No. & Title - RDS 01: Hiring and Delegation of Authority

Date Issued: May 2018

Date of Authorization: June 2018

Date Last Reviewed/Modified: August 7, 2018

Next Scheduled Review: Fall 2019 (Network)

### 1. Overall Guiding Principle

The Canadian Parents for French Board of Directors embraces the principle of empowerment and has the responsibility of recruiting a senior executive / [Executive Director](#) to whom, within the limits established by [Bylaw No.1](#), various aspects of management and operations are delegated.

### 2. Objective

To set out in policies, the nature and extent of the authority that the Board formally delegates to the [Executive Director](#).

To outline the actions required by the Board of Directors in the planned or unplanned absence of the [Executive Director](#), and the recruitment and selection process of hiring an [Executive Director](#).

### 3. Policy

#### HIRING

- The Canadian Parents for French National Board has the responsibility of recruiting the National [Executive Director](#), as well as, managing the transition between [Executive Directors](#) effectively during the hiring process.
- It is prudent to ensure that the position is open to both internal and external applicants with a firm understanding of the qualities and experience required to fill the position.

#### ORIENTATION

- A senior executive is expected to manage their own [orientation](#) and connect to the resources as identified in an [orientation](#) plan.

#### DELEGATION

- The CPF Board of Directors delegates its authority by developing policies that instruct and guide the [Executive Director](#). These policies allow reasonable interpretation, limitation and latitude to achieve the results identified within the annually approved budget while maintaining that all operational practices, activities, decisions are compliant with laws and

commonly accepted codes of ethics and consistent with the mission of Canadian Parents for French.

- The National and Branch Boards may update, adapt or change these policies to shift the boundary between the governance and operational domains of the National Board and National Executive Director, or the Branch Board and Branch Executive Director, as the case may be.

#### 4. Specific Directives

##### HIRING

- The Board of Directors will discuss and agree on a hiring process, including identifying responsibilities during the search, hiring and transitioning. Discussion will include how to handle any conflict of interest if a colleague, friend or relative of a board member applies for the position, and the extent of the search for suitable candidates. Refer to the Terms of Reference for the ED Hiring Process.

##### HIRING PROCESS WITH LONG NOTICE PERIOD (12 OR MORE WEEKS)

- The Board may:
  - Appoint an executive search committee comprised of Board members and others from across the Network.
  - Appoint an executive committee to hire an executive search expert or firm to initiate the recruitment process and to guide them through the selection and hiring process.
  - Appoint a senior staff member from the CPF Network to conduct the process on behalf of the National Board.
- The Board, via the executive search committee, will collate the pertinent information such as the current position description, reflection of experience expectations, competencies and qualities the successful candidate needs and the compensation package including salary range and benefits to guide the hiring process. Additional documents that would be valuable to prepare for the hiring process are: the strategic plan, performance expectations, challenges, a description of the culture of the organization and the names and job descriptions of staff members and external stakeholders who may be interviewed as part of filling the position.
- The executive search committee or a designate will complete tasks such as advertising the position, developing interview questions, identification of potential candidates, screening applicants, scheduling interviews and reference checks as required.
- The executive search committee will interview the short list of five to seven candidates and develop a top three candidate list with explanations on the choices made. The committee will share the outcome of the interviews with the National Board as a whole.

- The National Board will agree on a candidate, on the offer and present the offer to the selected candidate via the National President. The National Board as a whole must approve any negotiated changes between the candidate and the National President to the preapproved offer.

#### HIRING PROCESS (SHORT NOTICE / INTERIM MANAGEMENT ARRANGEMENTS)

- The National Board will appoint an interim acting Executive Director between the time the Executive Director departs and the time the new one begins.
- The Board may follow the process as outlined above,
  - Appoint an executive search committee comprised of Board members and others from across the Network.
  - Appoint an executive committee to hire an executive search expert or firm to initiate the recruitment process and to guide them through the selection and hiring process.
  - Appoint a senior staff member from the CPF Network to conduct the process on behalf of the National Board.
- The Board may:
  - Appoint a current staff person with consideration for that person's workload and the potential to hire additional staff assistance in order to ensure program delivery. Increased compensation for being the interim Executive Director must also be determined.
  - Hire an external person with prior not-for-profit management experience. A local management-consulting firm or the local chapter of the CSAE (Canadian Society of Association Executives) may assist by identifying suitable people to provide interim leadership. If this is not possible, appropriate orientation must be provided to this interim manager.

#### ORIENTATION

- A new Executive Director will receive an orientation plan that lists the areas of priority, the available support people and document resources on each priority topic.
- If the Executive Director resigned on good terms, he or she may be hired to provide orientation support and act as an advisor for a limited period of time, a maximum 2 months is recommended.

#### DELEGATION

- The Board as a whole sets the corporation's direction via its approved Strategic Plan and then delegates the management and implementation of the Plan to the National Executive Director.
- The Board gives direction to the Executive Director by means of written policies, procedures and protocols.

- The Executive Director may use any reasonable interpretation of the Board's Ends and Executive Limitations policies and is authorized to establish all further operational policies, make all decisions, take all actions, establish all practices, and develop all activities within the approved budget to achieve the commonly identified organizational results.
- The National Board will routinely review and update the Ends and Executive Limitations policies. It will respect and support the choices of the National Executive Director within the limits established at the time.
- The National Executive Director is the National Board's only link to operational achievement and conduct, so that all authority and accountability of staff is considered the authority and accountability of the National Executive Director. Accordingly:
  - The National Board members or committee members will refrain from giving instructions to persons who report directly or indirectly to the National Executive Director,
  - The National Board will refrain from evaluating, either formally or informally, any staff other than the National Executive Director,
  - Only decisions of the National Board, acting as a body, are binding on the National Executive Director
- Only on the authorization of the National Board, as a whole, will the Executive Director take instruction from any individual or committee.
- All Committees of the Board will have a National Director as Chair, and will be under the direction of the National Executive Director.
- Individual National Board or committee members should seek authorization from the National Board before requesting information or the assistance of the National Executive Director. The Executive Director may refuse such requests if they require significant time, resources or funds. This should be communicated to the Board as soon as possible. It is understood that the National Board has oversight responsibilities, including risk management.
- Operational committees under the National Executive Director's authority may have volunteer representation, in this case a National Board director serves as a CPF volunteer member.

## **SECTION D – NATIONAL EXECUTIVE DIRECTOR: Recruitment, Delegation, Succession Planning**

Policy No. & Title - RDS 02: Monitoring Performance of the Executive Director

Date Issued: May 2018

Date of Authorization: June 2018

Date Last Reviewed/Modified: August 7, 2018

Next Scheduled Review: Fall 2019 (Network)

### **1. Overall Guiding Principle**

Canadian Parents for French believes in the importance of systematic annual monitoring of Executive Director job performance. The process is conducted against the expected job outputs, ensuring that the Ends are achieved while ensuring compliance with Executive Limitations and agreed upon goals within the Network Strategic Plan.

### **2. Objective**

To outline the Board of Directors' monitoring and appraisal process according to a clearly outlined and mutually agreed upon process and timeline.

To assess the Executive Director performance in the degree to which goals are being achieved and compliance to policies are being fulfilled and to identify ways to improve performance.

### **3. Policy**

- Performance can be monitored in one or more of three ways:
  - Internal report: sharing of performance data by the Executive Director on Board stated criteria that are sufficiently clear, unbiased, and representative to cause a Board majority to be confident that a reasonable interpretation of Board policy has been achieved.
  - External report: sharing of compliance information by an impartial, external auditor who is selected by the Board and who reports directly to the Board. Such an audit is undertaken at the instruction of the Board with the Executive Director's knowledge.
  - Board audit: sharing of compliance information by a Board member, a committee or the Board as a whole. Such an audit is undertaken at the instruction of the Board with the Executive Director's knowledge.
- The Board will conduct a formal evaluation of the Executive Director every two years based

on the achievement of the Board's Ends Policies and compliance of its Executive [Limitations](#) policies.

- In order to monitor accomplishment of Ends, the Board will require the [Executive Director](#) to present an annual plan to the Board at the first board meeting of the fiscal year.
- In addition, the Board will identify, at the beginning of the evaluation period and in conjunction with the [Executive Director](#), a set of performance expectations to assess in the next evaluation and will inform the [Executive Director](#) at that time of the means of the evaluation to be used.

#### 4. Specific Directives

- An annual appraisal will be conducted by accumulating the regular monitoring data provided during the year and the Board's recorded acceptance or non-acceptance of the reports, and identifying performance trends evidenced by that data. A more formal evaluation will be conducted every two to three years with a possible [360 degree consultation](#) rounding out a more comprehensive review.
- The annual plan as presented by the [Executive Director](#) will articulate specific measurable outcomes and the organization's direction in accomplishing the Ends in a format to be determined by the Board.

#### Evaluation Process

- The [Executive Director](#)'s performance is synonymous with organizational performance. The purpose of the [Executive Director](#)'s performance appraisal is to assess job performance to ensure that the Ends are being achieved, while at the same time complying with the Executive [Limitations](#) and achieving mutually agreed performance goals.
- The National Board is ultimately responsible for the [Executive Director](#) evaluation. In order to conduct a performance appraisal, the Board will:
  - discuss the process for completing the appraisal and identify any information or data they require. A list of [documents](#), relevant statistics and/or data for the [Executive Director](#) to collect and prepare is available.
  - consult with others to collect information such as CPF Network [volunteers](#) and staff, partners and stakeholders, funders and clients. The information gathering approach may include a survey questionnaire, telephone interviews and a self-evaluation completed by the [Executive Director](#). It is helpful if the [Executive Director](#) is involved in identifying the potential sources. It is important to note that all reviews are to remain confidential in nature, and not disclosed. This [360-degree feedback process](#) should be conducted every two to three years.

- identify members of an Appraisal Committee as well as a Chair to lead the evaluation process. Refer to the [Terms of Reference](#) to guide the process. This group reports on the evaluation data to the whole board.
- Once the review is collated and prepared for sharing, the National President and/or the Committee Chair will meet and conduct an in-person interview with the [Executive Director](#). The results of that interview including the [Executive Director's](#) self-evaluation, will be added to the committee report and a summary presented to the Board as whole. The final evaluation report must be the voice of the entire board, be signed and dated by both the [Executive Director](#) and the National President and be filed in the [Executive Director's](#) personnel file at the CPF National office.
- Following the annual performance appraisal, the Board will review and update the National [Executive Director's](#) job description, including contract [obligations](#) and compensation review.
- It is recommended for Boards to conduct research on the compensation of [executive directors](#) for similar organizations in the region, considering comparisons based on size, budget, field of expertise, and background expectations on a regular basis. Compensation should include a balance of salary, benefits and non-monetary incentives which would be clearly outlined within the employment contract. Any updated compensation package will be ratified or amended and presented to the National Board as a whole for agreement.

## SECTION D – NATIONAL EXECUTIVE DIRECTOR: Recruitment, Delegation, Succession Planning

Policy No. & Title - RDS 03: Succession Planning

Date Issued: May 2018

Date of Authorization: June 2018

Date Last Reviewed/Modified: July 2019

Next Scheduled Review: Fall 2019 (Network)

### 1. Overall Guiding Principle

Canadian Parents for French understands that one of its strengths is the people who work and volunteer for the organization. Establishing a framework and a process to identify strong candidates to consider for leadership (volunteer and staff) roles will result in accessing the continued collective knowledge, skills and experience necessary to effectively govern the corporation.

### 2. Objective

To identify the required knowledge, skills and experience needed to effectively fulfill the Board's legal role and responsibilities, as that may evolve over time.

To ensure appropriate and pro-active succession processes are in place to recruit a robust pool of qualified and diverse candidates to the Board of Directors, considering balance of geographic representation, qualifications, diversity, fresh and experienced perspectives, to achieve continuity.

To describe a framework and process in recruiting and retaining key staff, ensuring measures are in place for nurturing and supporting them as they move into leadership positions or to serve in an interim arrangement should the Executive Director's departure occur without a long notice period.

### 3. Policy

#### Board Leadership

- Regardless of the combination of approaches or sources used, the identification of potentially qualified Directors and evaluation processes will be fair, open, transparent, competency-based, inclusive and consistently applied.
- The recruitment and candidate evaluation process will also consider those additional skills, qualifications or attributes required for the role of Board President / Vice President and Committee Chairs or as set out in the role descriptions for these respective positions. This will assist the Board by ensuring there is a pool of potential knowledgeable directors from



which it can draw upon to maintain effective Board executive leadership, the ability of those who manage employees to guide them in fulfilling organizational goals, strategic planning development and overall decision making.

- The Nominating Committee will lead Board succession planning and will implement such processes and procedures as required to fulfill these policy objectives. Annual succession will support turnover, in accordance with the terms as outlined on By-Law No.1, while ensuring fresh ideas and new perspectives.

#### Executive Director Leadership

- The Board of Directors is responsible for assessing the permanent executive leadership needs of the organization to ensure the selection of a qualified and capable leader who is a good fit for the organization's mission, vision, values, goals, and objectives; and who has the necessary leadership skills and qualifications needed to lead the corporation.
- Annually the National Board will engage the National Executive Director in a conversation to identify strong internal staff candidates to consider for succession into the National Executive Director role or to serve in an interim arrangement should the National Executive Director require an extended leave of absence or a departure to occur without a long notice period.
- For a temporary change in executive leadership (i.e., illness or leave of absence for 30 days or less), the National Director of Operations will be temporarily in charge of the daily operations and essential duties of the National Executive Director.

#### PLANNING FOR SUCCESSION

- Annually the National Board will confer with the National Executive Director to identify strong internal staff candidates to consider for succession into the National Executive Director role or to serve in an interim arrangement should the National Executive Director require an extended leave of absence or a departure to occur without a long notice period.
- Following the annual Executive Director performance appraisal, the Board will review and update the National ED's job description and contract obligations. The Board will update the process for hiring the National Executive Director in case of notification of resignation, retirement or termination.

#### Emergency Executive Succession

- In order to protect the National Board from sudden loss of ED services, the National Executive Director will keep the Board President and at least one senior level employee, such as a Branch Executive Director or the National Director of Operations, informed and familiar with Board and Executive Director issues and processes.
- The Executive Director will maintain CPF policies and procedures, business and records in

an organized and accessible manner and will provide the President access to management contracts, all leases, and an up to date copy of administrative policies for on-site review and a [Business Continuity Management](#) System for reference.

#### Leadership Development

- CPF National will conduct a needs analysis of staff and [volunteer](#) positions annually and will provide ongoing [training](#) for staff and [volunteers](#) at least once a year, to all levels of the organization, whenever possible, to ensure a continuous flow of knowledgeable and talented people are available to meet the organization's management and [volunteer](#) needs.
- Learning opportunities may include serving on CPF committees or working groups, facilitating peer exchanges or workshop sessions to set in place a succession plan to replace key individuals, [volunteers](#) and role incumbents as the need arises due to term completion, mobility, disabilities, retirements, and other unexpected losses.

#### 4. Special Directives

##### Board Composition

- The National Board of Directors as a whole will demonstrate cohesion, capable, experienced and effective leadership of the organization with internal stakeholders, the communities it serves, government and the broader community. The overall composition of the elected Directors will ensure diversity and a balance of perspectives.
- The membership of the Board and its committees will reflect a wide variety of skills and expertise to achieve a balance needed for the Board to fulfill its governance roles and responsibilities. Beyond the generic attributes, the members of the Board will collectively possess specific skills, expertise, diversity and experience.
- The generic attributes expected of all Directors include:
  - A commitment to CPF's mission, vision and values;
  - Experience in and understanding of governance including the roles and responsibilities of the Board and individual Directors and the difference between governance and operations;
  - Enthusiasm for the role and its demands;
  - Personal and professional [integrity](#), wisdom, and judgment;
  - An ability to work and communicate effectively as a member of the team with other members of the Board and the [Executive Director](#);
  - A talent for strategic thinking;
  - An ability to participate actively in deliberation and group processes;
  - An ability and willingness to commit the necessary time to participate in Board meetings, committee meetings, meeting preparation, Board orientation and continuing education, retreats, and CPF events;

- A commitment to comply with CPF conflict of interest policies, and code of conduct;
- An ability to work positively, cooperatively and respectfully with others;
- A commitment to ethical standards and behaviours; and
- Demonstrated community leadership potential.

## **SECTION E – PROGRAM, SERVICES DELIVERY**

PSD 01 Awards, Honour Roll

PSD 02 Member & Service Standards

PSD 03 Program & Project Guidelines

PSD 04 Travel and Business Expenses for Volunteers and Staff

PSD 05 Engagement of Employees, Contractors

PSD 06 Orientation, Volunteer Leadership Development

PSD 07 Volunteer Screening

PSD 08 Child Safety

PSD 09 Partnerships, Joint Initiatives

PSD 10 External Communications (media, CPF magazine, and websites)

PSD 11 Social Media

PSD 12 Intellectual Property

## SECTION E – PROGRAMS, SERVICES DELIVERY

Policy No. & Title - PSD 01: Awards, Honour Roll

Date Issued: August 2017

Date of Authorization: May 2018

Date Last Reviewed/Modified: August 2018

Next Scheduled Review: Fall 2018

### 1. Overall Guiding Principle

Canadian Parents for French understands and appreciates the value of those people who contribute to the success and mandate of the [corporation](#) and wishes to recognize their contributions.

### 2. Objective

To provide direction, establish standard practices and timelines, and manage the effective communication of the selection process of the CPF awards of recognition.

### 3. Policy

#### CPF Awards of Recognition

- A Call for Nominations will be issued to the CPF Network sixty days prior to the deadline to encourage award nominations among the CPF membership in each province and territory.
- Selection criteria will be established by the CPF Awards Selection Committee and posted on the CPF National website. The selection criteria are reviewed every second year before the call for nominations.
- CPF grants three national awards, these are:
  - The CPF National Volunteer Award
  - The CPF J. Elmer Hynes Excellence in Leadership Award
  - The CPF Distinguished Life Membership.
- The nomination information is posted permanently on the CPF National website.
- Each [nominator](#) may nominate only one person and must submit a written description of the nominee's contribution.
- To be eligible for these awards, the nominee must be:
  - a CPF member – either voting or non-voting (staff).

- a current CPF [volunteer](#) / staff at any level of the organization, or a CPF [volunteer](#) / staff who retired within the last 12 months.
- A CPF [volunteer](#) or staff member (who has not received the award) may be re-nominated in subsequent years, in which case complete and updated nomination packages must be submitted.
- A [nominator](#) may be any CPF member / staff with direct knowledge of the nominee's contribution.
- Members of the selection committee will include a CPF Branch [volunteer](#), a CPF Branch staff member, a CPF National [volunteer](#) and a CPF National staff member.
- Awards are conferred every second year to coincide with the CPF Network member conference.

#### In Memoriam – CPF Honour Roll

- Additional to the CPF Distinguished Life Membership List, a permanent Honour Roll listing will be maintained in order to appropriately recognize and distinguish the contributions of deceased CPF members, patrons and friends.
- The names of deceased persons will not appear on lists of current CPF Distinguished Life Members.
- Staff names are included on the In Memoriam – CPF Honour Roll if they were bestowed the CPF Distinguished Life Membership.

#### 4. Specific Directives

##### Notices

- Nominations are accepted throughout the year. A nominations reminder is sent to CPF members 60 days prior to the nominations deadline.
- A reminder is sent to CPF members 30 days prior to the nominations deadline.
- Once successful candidates are announced, a [media](#) release will be issued and circulated to key partners and appropriate [media](#) outlets.
- A Nominated Candidate Information Form has been developed and is posted on the CPF National website.

##### Selection Criteria

- Award recipients will be selected using with the CPF award selection criteria as posted on the CPF National website.

##### Components of Award / Communications

- All award recipients receive a certificate or a plaque.
- CPF Distinguished Lifetime Membership recipients receive a free, ongoing, CPF individual membership.
- CPF J. Elmer Hynes Excellence in Leadership Award recipients receive a nominal financial token of recognition as per the availability of funds within the annual budget.

## SECTION E – PROGRAMS, SERVICES DELIVERY

Policy No. & Title - PSD 02: Member & Service Standards

Date Issued: August 2017

Date of Authorization: May 2018

Date Last Reviewed/Modified: August 2018

Next Scheduled Review: Fall 2018

### 1. Overall Guiding Principle

CPF is committed to providing its members with quality services, delivering quality activities, to being transparent and accountable for results, and ensuring that each CPF experience is a positive one.

### 2. Objective

To provide employees and volunteers with service standard guidelines that ensure delivery of high quality service and programs to members and that will enhance member satisfaction.

### 3. Policy

- CPF Network will develop and follow Performance Standards Guidelines, best practices for service to members, membership processes and practices. These standards will, among other things, identify targets to reach our members in a timely, consistent and predictable manner. These may reflect strategic priorities and areas identified for improvement, e.g. access, timeliness, accuracy.
- These performance service standards will be monitored and results reported to the CPF National and Branch Board of Directors at least once per year, reviewed and updated as appropriate.
- Performance Service Audits will be implemented on a 2 to 5-year cycle, with the cooperation of the CPF Network, as a means to better understand and improve the quality standards in place for the services being delivered to members, and to measure and report our organizational impact, and member satisfaction levels.

### 4. Specific Directives

#### CPF Network Performance Standards Guidelines

#### Member Communications



- Respond to all general correspondence within five (5) business days, communicating with members electronically where possible.
  - Respond to all voice messages within forty-eight (48) hours.
  - Respond to items considered urgent within forty-eight (48) hours.
  - Provide access to services in both official languages when requested.
  - Process membership applications within ten (10) business days of receipt.
  - Abide by Canada's Anti-Spam Legislation (CASL) and the CPF Personal Information Protection, Privacy Statement Policy when collecting, storing or exchanging [personal information](#) and honour requests to be excluded from newsletter mailings or distribution of electronic communications.

#### Diversity Statement

- It is the CPF policy to treat staff, [volunteers](#), members and the general public fairly, equitably and with dignity and respect and in a non-discriminatory manner in all related dealings; (without regard to race, religious beliefs, colour, gender, sexual orientation, marital status, physical and mental disability, age, ancestry or place of origin.)

#### Financial Transactions

- CPF will abide by the Canadian Marketing Association Code of Ethics and Standards of Practice if sharing any membership information and honour requests to be excluded from such transactions.
- The CPF membership list is not sold under any circumstances.
- The [corporation](#) will abide by the [Ethical Fundraising and Financial Accountability Code](#) when conducting [fundraising](#) activities, in its treatment of [donors](#), in its financial transparency including issuing official income [tax receipts](#) for monetary gifts and gifts-in-kind in compliance with all regulatory requirements.

## SECTION E – PROGRAMS, SERVICES DELIVERY

Policy No. & Title - PSD 03: Program & Project Guidelines

Date Issued: August 2017

Date of Authorization: May 2018

Date Last Reviewed/Modified: August 2018

Next Scheduled Review: Fall 2018

### 1. Overall Guiding Principle

Canadian Parents for French has established a strategic plan in keeping with its mandate. All CPF programs, projects and activities should center on the priority areas identified in the CPF Network Strategic Plan.

The CPF identified priorities are: developing and delivering projects and programs supporting youth, parents, members, [volunteers](#) and [donors](#), informing and influencing decision-makers, and maintaining a supportive organizational Network.

### 2. Objective

To provide staff and [volunteers](#) with program standards and project guidelines to review and improve existing programs and to outline the strategies to follow before starting a new program or project in order to effectively implement CPF's mandate and demonstrate our CPF Network [impact](#).

### 3. Policy

- CPF Program Standards Guidelines will identify best practices such as [collaboration](#) across Branches, strong [partnerships](#), and community engagement and will reflect strategic priorities and areas identified for improvement.
- These program standards will be monitored and reported to the Board of Directors by the National [Executive Director](#) at least once per year, and reviewed and updated as appropriate.
- The CPF Network will be consulted, to elicit its support and [endorsement](#) of new CPF programs and projects before implementation.
- Program or project audits and reviews will be implemented on a 2 to 5-year cycle, with the cooperation of the CPF Network predominantly via the [CoED](#), to ensure alignment with the priorities and objectives of the strategic plan. Reviews will be conducted by a [CoED](#)

operational committee, inclusive of and involving representatives from all parts of the CPF Network.

- Input from external stakeholders may be solicited where appropriate; including members, parents of youth participants, funders, delivery partners, etc.
- The review process may involve data collection, surveys or questionnaires, interviews, and focus groups.
- Recorded results will be compared against anticipated results of identified performance indicators and objectives identified in the Strategic Plan, contribution agreements and reports on results.
- When implementing a new CPF program or project, proposals will align with CPF's mandate and the CPF Network strategic plan priorities and objectives. From the onset, service standards and clear measurable performance indicators will be set out to enable reporting of the project or program impact.
- Proposed new programs or projects should be scalable and reproducible, where possible, to allow for implementation and expansion across the CPF Network.

#### 4. Specific Directives

##### CPF Programs, Projects and Activities Standards Guidelines

- As they relate to youth – should focus on creating and promoting opportunities to learn and use French outside the classroom, including activities that build intercultural and socio-cultural awareness and promotional events that feature the benefits of learning French.
- As they relate to members, volunteers and donors – should focus on supporting a collaborative network and member satisfaction, recruitment, retention and member services, volunteer training and support; enhancing volunteer and donor engagement and capacity.
- As they relate to decision makers – should focus on informing and influencing parents, stakeholders, partners and government officials in order to increase engagement and improve decision making, as well as to highlight the importance of advocacy, public policy, public relations activities, research and championing the value and benefits of learning French.
- It is a CPF responsibility to
  - ensure that employees and volunteers who deal with vulnerable persons, including youth, have been properly screened. These measures also help mitigate the organization's exposure to risk.

- inform volunteers of legal and insurance obligations, such as the requirement for a third-party liability insurance certificate for off-site activities, and of how to obtain it by request to the CPF National office.
- clearly outline expectations for volunteer and staff behaviour, to provide service standard guidelines to ensure delivery of high quality services and programs for its members in a timely, consistent and predictable manner that will enhance member satisfaction.
- clearly outline expectations for volunteer and staff behaviour, as it relates to the corporation's advocacy priorities, key messages, and positions when communicating with stakeholders and the public.
- focus research activities on supporting CPF advocacy by collecting / compiling existing evidence and, when appropriate, supporting or conducting new research.
- refer volunteers and staff to the CPF Code of Conduct Policy, CPF External Communications Policy, CPF Social Media Policy, and supporting communications materials.

## SECTION E – PROGRAMS, SERVICES DELIVERY

Policy No. & Title - PSD 04: Travel and Business Expenses for Volunteers and Staff

Date Issued: February 2016

Date of Authorization: August 2017

Date Last Reviewed/Modified: October 2017

Next Scheduled Review: Fall 2018

### 1. Overall Guiding Principle

Canadian Parents for French is committed to ensuring that costs incurred by CPF [volunteers](#) and staff during the course of CPF work are reimbursed and that these costs are tracked and reported upon accurately.

CPF is committed to ensuring that public funds are used in an appropriate and forthright manner.

### 2. Objective

To establish and clarify the allowable expenses and [record](#) keeping process related to Canadian Parents for French business travel and activities.

### 3. Policy

- This Policy applies to all CPF travel, regardless of the ultimate source of funding, unless specifically indicated otherwise by the funding source.
- The CPF Expense Claim Form sets out the allowable travel expenses for all CPF [volunteers](#) and staff. The allowable expenses for CPF [volunteers](#) and staff are the same no matter what the purpose of the travel claim.
- Allowable travel limits are reviewed and set by the Board of Directors every two years. When updates to allowable expenses occur, the changes will be communicated to the CPF Network at least 45 days before the expenses may be incurred.
- All travel and other expense claims must be submitted on the standard CPF Expense Claim Form within 45 working days of incurring an expense or upon completion of the travel. Reimbursement will be provided within 30 days of receipt.
- No expenses will be reimbursed after the close of the financial year on March 31st, except with the preapproval of the CPF National [Executive Director](#) or designate, e.g. Director of Operations.

#### 4. Specific Directives

- The Director of Operations is responsible for verifying and approving all CPF Travel and Business Expense Claim Forms received.
- Any expenditure in excess of established approved limits will not be the responsibility of CPF with certain preauthorized exceptions. All questions about allowable expenses, established approved limits and reimbursement must be directed to the Director of Operations.

#### Expense Reporting

- Canadian Parents for French will reimburse its staff and volunteers for reasonable and necessary expenses incurred in the course of carrying out the business of CPF provided they are properly supported with documentation as described and have been appropriately approved by the Director of Operations. A "reasonable expense" is deemed to be based on sound judgment and moderation.
- In order to claim travel expenses, the traveller must submit a CPF Expense Claim Form within 45 days of completion of the travel.
- It is the responsibility of the claimant to maintain proper records of all receipts and disbursements. The claimant is responsible for ensuring that amounts claimed for expenses are accurate, reasonable and in accordance with the current allowable travel limits. All reimbursement claims must be signed by the claimant.
- CPF Expense Claim Forms must include the following information:
  - a) The purpose of the trip or expense;
  - b) The places or organization visited or the names of the individuals on whose behalf the charges are incurred;
  - c) The number of persons covered by the charge;
  - d) The date(s) and number of working days;
  - e) The actual cost;
  - f) Original receipts, for example air ticket stubs, boarding passes, detailed hotel bills, or other proof of payment are necessary in all circumstances. Credit card receipt slips alone are not valid receipts for these types of expenditures.
- At times, special circumstances arise that may warrant exceptions such as deviations from the list of ineligible expenses. In this case pre-approval of the exception, in writing, is required from the Director of Operations prior to incurring the expense. The written pre-approval must accompany the CPF Travel Expense Claim Form.

#### Transportation

##### Air and Rail Travel

- Travellers are encouraged to make their own travel arrangements. Travel arrangements are to be the most direct and most economical route and be booked as far in advance as possible to obtain the best rates offered. The lowest logical cost of air transportation is defined as the most economical class of air travel over the most efficient route, taking into consideration specific travel requirements.
- CPF will reimburse air and rail expenses, including costs for one piece of luggage, up to the cost of the most economical rate available at the time of booking. If it is convenient to stay over an extra night to take advantage of reduced airfare, extra hotel and meal costs will be reimbursed, provided that accommodation costs do not exceed the savings. Additional costs incurred for stopovers that are not related to CPF business will not be reimbursed.
- Personally contracted cancellation insurance is not an allowable expense and cannot be submitted for reimbursement.
- A traveller may choose to enrol in a frequent flyer program. Enrolment fees are not reimbursable and therefore are the responsibility of the traveller. Frequent flyer status is not to be a determining factor in the selection of the carrier. Travellers are not permitted to seek cash reimbursement for airline tickets purchased on frequent flyer points.
- With pre-approval, air travel costs may be reimbursed prior to the actual travel by submitting the receipt to the CPF Director of Operations. Printed boarding passes or other confirmation of travel must be submitted after travel has occurred.

#### Ground Travel

- Public Transport, fares such as taxis, ride share/hailing services, subway to and from airports, train stations, hotels, and meeting sites will be reimbursed, when incurred while carrying out CPF business. Where available, hotel transportation use to and from the airport is encouraged. Receipts are required for taxi fares and other ground transportation costs.
- Private automobile transportation will be limited to those trips for which no suitable public transportation is available or where a private automobile is a more economical choice, considering all costs associated with the trip. Private automobiles used for CPF business are not covered by CPF's insurance policy. Drivers are advised to check with their own insurance agent to secure any necessary additional insurance coverage. CPF will not reimburse additional insurance required for business travel.
- Car rental costs where the cost is less than a personal vehicle or alternative methods of transportation and when incurred while carrying out CPF business will be reimbursed. Receipts are required.
- Mileage will be reimbursed at the rates described on the CPF Expense Claim Form.

- Parking charges incurred while attending CPF business meetings/functions will be reimbursed. upon presentation of a valid receipt.

#### Accommodation

- CPF is responsible for co-ordinating arrangements for a block of hotel rooms to take advantage of bulk supplier discounts. Should you wish to make your own hotel arrangements, CPF will make reimbursement up to block rate agreed limit.
- CPF will reimburse costs for alternate accommodation booked by the claimant provided (a) the Director of Operations has given prior approval to an agreed limit and, (b) costs do not exceed those which would be incurred by booking through CPF.
- Only actual hotel room costs and associated taxes for commercial accommodations will be reimbursed. Hotel costs will not exceed the-maximum-nightly rate (including taxes) to a maximum of \$200.00 per night, except under specific circumstances such as attendance at conferences with a designated sponsor hotel or when seasonal rates for the location exceed this limit.
- Hotel reservations will generally be made for the night prior to full-day meetings. Should alternate accommodation be made, the difference in cost will not be reimbursed.
- Should additional nights be required or individual plans be changed, claimants must contact the CPF Director of Operations as soon as possible. Staff / volunteers who fail to do so will be held responsible for the payment of charges incurred.
- Gratuitous accommodation helps CPF to maintain low travel expenses. CPF will reimburse costs for tokens of appreciation for friends or relatives to the maximum amount of \$50.00 per night. This allowance is payable to the traveller only, not to the lodging host. No receipt is required.

#### Meals

- Reasonable expenses for meals while traveling on CPF business may be reimbursed on the basis of per diem allowances or of actual costs whichever is lower.

#### Per diem allowances

- Claims for per diem meal expenses will be reimbursed at the standard or per diem rates shown on the CPF Expense Claim Form and do not require the submission of receipts. Where this allowance is claimed, no additional amount may be claimed for meals.
- Claims using the per diem allowance must be adjusted where meals are included in transportation charges, in conference registration fees or in the event of a partial day's



travel, etc. No reimbursement of meal costs will be made when a meal is provided by the meeting/ function or transportation carrier.

- Claimants may not claim per diem allowances for another individual, and only actual costs may be claimed by providing the receipt. If a third party has paid for meals on behalf of the claimant, per diem amounts may not be charged.

#### Actual costs

- Claims for actual costs for meals and incidentals must be listed separately on the CPF Expense Claim Form and may include taxes and gratuity. In support of such claims, detailed cash register receipts are required.
- Costs for alcoholic beverages are a personal expense and will not be reimbursed, unless pre-authorized.

#### Other Travel Expenses

##### Eligible Expenses

- CPF is responsible for the reimbursement of reasonable expenses related to an activity undertaken on behalf of the organization.
  - The claimant will obtain written permission from the Director of Operations prior to incurring any expense other than those identified in this policy which may include childcare or pet care expenses.
- All business expenses require the submission of receipts.

##### Ineligible Expenses

- Ineligible expenses include, but are not restricted to:
  - Expenses related to accompanying travel companions;
  - Non-business or personal expenses;
  - Parking and other traffic fines;
  - Personal travel insurance; Insurance coverage for privately owned vehicles;
  - Expenses for the repairs of privately-owned vehicles;
  - Expenses related to damages to uninsured rental cars and privately-owned vehicles;
  - Interest charges levied on overdue invoices or credit card statements;
  - Unnecessary stopovers;
  - Lost or stolen items.

## SECTION E – PROGRAMS, SERVICES DELIVERY

Policy No. & Title - PSD 05: Engagement of Employees and Contractors

Date Issued: August 2017

Date of Authorization: August 2017

Date Last Reviewed/Modified: October 2017

Next Scheduled Review: Fall 2018

### 1. Overall Guiding Principle

Canadian Parents for French believes that hiring qualified individuals to fill positions and perform duties contributes to the overall strategic success of the corporation. Each employee or contractor, while employed, is hired to make significant contributions and maintain the fiscal integrity and public image of the corporation.

### 2. Objective

To enable Canadian Parents for French to hire the most qualified candidates for positions, the corporation must ensure appropriate orientation for new hires and respect of current labour laws, employment and compensation practices.

### 3. Policy

- The Board of Directors will engage an Executive Director to carry out the duties specifically set out in a contract of employment, prepared and reviewed by the Board; a contract which may be reviewed by legal counsel prior to hiring the Executive Director.
- The Executive Director is responsible for all day-to-day operations of the corporation and for hiring and supervising all additional employees and contractors working on behalf of the corporation.
- The Executive Director will determine the best human resources complement for the corporation by offering opportunities for full-time or part-time employment or for contractual work, based on annual priorities, budget limitations, scope of expertise and experience required. CPF services will be delivered using either of the following methods of supply: contract of employment or contract for service.
- The Executive Director will:
  - ensure that all salaried positions are established over a period equivalent to the fiscal year of the corporation.

- negotiate with individuals or organizations and require and provide a written agreement or contract.
- negotiate and establish compensation and benefits for employees that align with the current geographical or professional market for the skills employed and that comply with the basic level of benefits prescribed by the appropriate Labour Codes and Regulations.
- the CPF benefits and retirement savings plans can be accessed by all Network [executive directors](#) working a minimum of 25 hours, after the completion of a three-month probationary period, if they so choose.
- negotiate contracts in compliance with legal [obligations](#), authorizing prudent, lawful and ethical use of [corporation](#) funds and, wherever possible, with contractors who support our [corporation](#)'s mission and values.
- ensure that any contract extension or renewal is signed by the [Executive Director](#) and the employee or contracted individual.
- proceed with payment for salary or fee for service only upon receipt of a copy of the signed contract.

#### 4. Specific Directives

- The [Executive Director](#)'s compensation and benefits can be changed only as authorized by the Board.
- The [Executive Director](#) and all CPF employees will be expected to review and sign agreement of the administrative policies outlined in the CPF Network Employee Handbook which includes employment procedures, personnel practices, benefits information, employee conduct expectations, and discipline.
- CPF [volunteers](#) and staff serving in high [risk](#) positions may be requested to follow a [vulnerable-sector training](#) course.

## SECTION E – PROGRAMS, SERVICES DELIVERY

Policy No. & Title - PSD 06: Orientation, Volunteer Leadership Development

Date Issued: May 2018

Date of Authorization: June 2018

Date Last Reviewed/Modified: August 7, 2018

Next Scheduled Review: Fall 2018 (Network)

### 1. Overall Guiding Principle

Canadian Parents for French is committed to developing strong [volunteer](#) leaders.

### 2. Objective

To provide direction on [volunteer orientation](#) and development opportunities offered by CPF for effective [volunteer](#) management processes and to empower [volunteers](#).

### 3. Policy

- The CPF Board Orientation Manual and governance support [documents](#), as well as all future leadership development materials, are posted on the CPF National website, accessible to all.
- An [orientation](#) session is held with all National and Branch Board of Directors immediately following their AGM each year including but not limited to:
  - Board meeting schedules and relevant Board support [documents](#)
  - Review of the Board Orientation Manual and the relevant governance [documents](#) such as the CPF National [Bylaw No.1](#) and Policies, Network Strategic Plan and Strategy [documents](#)
  - Committee [Terms of Reference](#)
  - [Training](#) specific to each Board of Director role, outlining duties and relevant information, for example tasks assigned to the Treasurer or Secretary of the Board.
  - Mandatory annual training on the CPF Code of Conduct, Ethics and CPF Safe and Respectful Workplace policies.
- Ongoing CPF Board, Council and Network [training](#) is identified by recommendations of the [Advisory Councils](#).
- Governance and strategic planning [training](#) for staff and [volunteers](#) is delivered in person at various scheduled events such as:

- CPF Leader Networking Event
  - [Council of Executive Directors](#) and Council of Presidents' Face to Face Meetings;
  - CPF Biennial Network Conference
- 
- [Training](#) to onboard new National and Branch staff to ensure operational effectiveness, such as the use of the CPF member database, survey software for reporting purposes, and administrative tools is also regularly provided via web-based means with sessions archived on the CPF National website for future reference.
  - CPF National will provide additional development opportunities aimed at enhancing the leadership skills of its [volunteers](#), on an annual basis usually in conjunction with one National Board Meeting.
4. Specific Directives
- Topics for [orientation](#) and leadership development are identified and discussed during regular National Board Meetings to allow for planning and budget setting.

## SECTION E – PROGRAMS, SERVICES DELIVERY

Policy No. & Title - PSD 07: Volunteer Screening

Date Issued: June 2017

Date of Authorization: May 2018

Date Last Reviewed/Modified: August 2018

Next Scheduled Review: September 2018

### 1. Overall Guiding Principle

Volunteers are at the foundation of Canadian Parents for French, helping the corporation accomplish its mission and objectives. CPF wishes to ensure that these volunteers are given every opportunity to have a positive volunteer experience with the organization.

CPF has a duty of care to take reasonable measures to protect its clients and members to an appropriate standard, particularly those who are more vulnerable. It is CPF's responsibility to ensure that staff and volunteers who deal with vulnerable persons, including youth, have been properly screened. These measures also help mitigate the organization's exposure to risk.

### 2. Objective

To outline reasonable measures to mitigate risk to the organization and to those who use our services, especially youth.

To establish volunteer screening requirements adapted to the volunteer tasks and the level of risk involved.

To promote selection of volunteers who can contribute to safe delivery of programs and services.

### 3. Policy

- Canadian Parents for French is open about its volunteer recruitment and screening process.
- This policy applies to all Chapters, Branches and National, and to all individuals, staff and volunteers working on behalf of Canadian Parents for French.
- Volunteer position descriptions are developed so as to best describe accurately CPF's expectations of its volunteers and the roles of the volunteers in each instance.
- CPF has a responsibility for duty of care for volunteers, which extends to orientation,

ongoing monitoring and [training](#), and providing feedback specific to the job position for [volunteers](#).

- The degree of supervision and evaluation of the [volunteer](#) varies on the service by the [volunteer](#) in the position working with [vulnerable persons](#) receiving the service. Evaluations may include (without limitation) contacts with participants, random spot checks, annual satisfaction surveys or telephone interviews.
- CPF [volunteers](#) serving in high [risk](#) positions as outlined in CPF [volunteer](#) role descriptions may be requested to follow a [vulnerable-sector training](#) course which outlines [behaviours](#) to avoid and how to identify potential misconduct by others.
- This policy is used in conjunction with the CPF [Child Safety](#) Policy and Protocol. Each individual applying for a [volunteer](#) position is asked to read and adhere to the [Child Safety](#) Protocol and indicate this on their completed CPF Volunteer Application Form.
- CPF will take reasonable measures to safeguard the privacy and confidential information of [volunteers](#) and prospective [volunteers](#) according to our CPF Personal Information and Protection Policy.

#### 4. Specific Directives

- All [volunteer](#) recruitment materials will indicate that CPF has a screening policy, and provide a link that refers to the requirements within the policy.
- All interested individuals must successfully complete the CPF [volunteer](#) screening process to [volunteer](#) with CPF. Depending on needs, applicants may not be accepted for the position for which they apply but offered a different opportunity.
- Each potential [volunteer](#) must fill out a CPF [Volunteer Profile](#) Application/Registration Form that documents background and personal information, including self-declarations of skills, competencies, completed [police checks](#), reference checks and similar information.
- CPF staff will verify the CPF [Volunteer Profile](#) Application Form to ensure the adequate level of screening is met for the position, prior to engaging the [volunteer](#). CPF volunteers are expected to have read, understand and agreed to the expectations for conduct, including the within the Code of Conduct, Ethics and the Safe and Respectful Workplace policies.
- [Volunteers](#) must adhere to CPF [orientation](#) manuals and the [Child Safety](#) Policy and Protocols as they may pertain to their position and indicate their agreement on the completed CPF [Volunteer Profile](#) Application Form.
- CPF [volunteer](#) positions are grouped according to the level of [risk](#) - low, medium, or high -

and these levels are indicated on each CPF [volunteer](#) role description. Screening measures vary according to the level of [risk](#) of the [volunteer](#) position.

- [Volunteers](#) who are active in more than one position, must be screened for the position where the level of [risk](#) is the highest.
- CPF [volunteers](#) serving in high [risk](#) positions may be requested to follow a [vulnerable-sector training](#) course which outlines [behaviours](#) to avoid, how to identify and report possible misconduct by others, etc. Refer to the [Child Safety](#) Policy and Protocol for more details.
- Screening measures may range from pairing experienced and new [volunteers](#), offering specific [training](#) (face to face or web-based modules), requiring [police and/or criminal record](#) and/or [vulnerable sector](#) checks, conducting interviews, and requiring reference checks.
- The responsibility of [duty of care](#) does not end once the [volunteer](#) is in place. CPF staff are responsible for providing [orientation](#), ongoing monitoring, [training](#), open communication and feedback specific to the job position to each [volunteer](#) to help ensure [volunteer](#) satisfaction.
- Evaluation of a [volunteer](#)'s job performance will take place at least once per year, using the job description as a reference point. This should be made [clear](#) to the [volunteer](#) at the outset.
- Measures to safeguard the privacy and confidential information of [volunteers](#) will be put in place and may include, as appropriate:
  - retaining for only the minimum period of time required or destroying forms containing [personal information](#) (name, address, date of birth, and the like);
  - purging [records](#) of criminal background and other reference checks after they are no longer required; and
  - retaining information only so long as required to avoid having to duplicate verifications where a former [volunteer](#) begins to volunteer again.



## SECTION E – PROGRAMS, SERVICES DELIVERY

Policy No. & Title - PSD 08: Child Safety

Date Issued: April 2015

Date of Authorization: June 2015

Date Last Reviewed/Modified: August 2018

Next Scheduled Review: September 2018

### 1. Overall Guiding Principle

Canadian Parents for French is committed to child and youth safety and to establishing a safe standard of care for any program or activity it undertakes or sponsors.

Canadian Parents for French has established guidelines and procedures for all CPF sponsored activities that are consistent with accepted parental supervision practices.

### 2. Objective

The Child Safety Policy and Protocol has been developed to

- guide the behaviour and actions of Canadian Parents for French staff and volunteers;
- articulate and promote safety and security measures with youth participants and their parents as a component of registration and participation;
- ensure that all CPF sponsored activities and programs are planned and conducted in accordance with our commitment to a clear standard of care.

### 3. Policy

- The National Board of Canadian Parents for French will review this policy and its accompanying Protocol at least every second year, or in response to any new developments in child protection practices.
- Canadian Parents for French will ensure that CPF staff and volunteers who are working with children and youth have signed the agreement to abide by the CPF Child Safety Policy and the CPF Child Safety Protocol.
- A checklist is completed annually to provide a review to ensure that National, Branch and Chapters have complied with this policy.

- Canadian Parents for French is also responsible for referring staff and [volunteers](#) working with children or youth to the CPF [Code of Conduct](#) Policy and to the CPF Volunteer Screening Policy.
- All CPF programs and activities will be planned in a way that mitigates [risks](#) as far as possible, with a [clear standard of care](#), and general acceptable [behaviours](#) and actions in establishing safe and friendly environments.
- CPF maintains [liability](#) insurance coverage and requires all [CPF sponsored activities](#) and programs to be conducted in accordance with the insurance policy. CPF Branches are responsible for instructing CPF Chapters to request an insurance certificate as required.
- Staff and [volunteers](#) are obligated by the Ontario Child & Family Services Act (or the applicable provincial or territorial legislation) to be aware of any pertinent legislation and to follow reporting requirements if a child is potentially in need of protection.

#### 4. Specific Directives

- The CPF [Child Safety](#) Protocol (Preamble and Table of Contents, May 2015) provides guidelines for CPF staff and [volunteers](#) involved in working with children and youth. The guidelines:
  - establish a [standard of care](#), [accepted parental supervision practices](#), procedures for conducting activities with children and youth,
  - outline possible types of [risks](#) (sexual, physical and emotional abuse) and establish guidelines to mitigate these [risks](#),
  - list [obligations](#) related to reporting and procedures in responding and reporting any incidences regarding abuse.
  - offer information related to insurance compliance for waivers, permission forms, releases, contracts, etc. and on types of [liability](#) (individual and organizational).
- The CPF Volunteer Screening Policy and Protocol, also reviewed every second year, provides procedures for recruiting, screening and [training](#) staff and [volunteers](#) who work with children and youth.
- A written permission form is required for any child or youth attending an offsite event. A medical release form is also required for overnight group events.
- Written authorization must be provided by a parent or guardian prior to any photography, filming or video recording of a child or youth.
- Communications regarding the child or youth are managed according to the CPF Personal Information and Privacy Policy.

- CPF sponsored activities will recommend these measures to mitigate risks:
  - Being visible to others when working with children and youth.
  - Ensuring that the location and timing of the event is appropriate.
  - Making Emergency information (fire, police, ambulance, first aid) readily available for use in the event of an accident.
  - Completing the screening and selection of volunteers based on the risk level of the activity. Each CPF activity is rated on a low, medium and high level of risk.
  - Ensuring all volunteers on-site have completed the CPF Volunteer Application Form and are aware of the conditions of the event and this policy.
  - Using any discipline, if necessary, to teach and correct rather than to punish.
  - Avoid favouring or showing differential treatment to particular children or youth to the exclusion of others. Everyone must be treated fairly and respectfully.
  - Informing all children and youth who attend CPF events of expected behaviour prior to their participation, and the expectation to behave appropriately and respectfully during the activity by following any rules that might apply.
  
- If an incident occurs,
  - CPF will inform the child or youth's parent or legal guardian.
  - CPF will offer immediate support to the alleged victim and make record of the incident as required by CPF's Child Safety Protocol. Confidentiality is to be maintained.
  - CPF will maintain a neutral, unbiased stance during any investigation process and in compliance with all laws. While maintaining privacy, there will be no attempt to enter into any private agreement with the alleged offender nor the person reporting the incident.
  
- A CPF standardized reporting form will be used to record details of every alleged abuse or neglect report no matter how minor, and be submitted by the staff or volunteer who witnessed the incident. The form is to be submitted to the event supervisor or to an immediate superior (if the event supervisor is alleged to be involved), and to police authorities. The supervisor can assist in submitting to the CPF Branch and National Office. This is to take place within twenty-four (24) hours of the incident, clearly marking the document as CONFIDENTIAL respecting our CPF Privacy and Personal Information Policy.
  
- The form should include this information:

#### PERSON RECEIVING THE REPORT

- Email:
- Phone/Fax:
- Position/ Role:
- Date of incident:

#### PERSON MAKING THE REPORT

- Email:
- Phone/Fax:
- Position / Role:
- Date of report:

#### IDENTIFIED VICTIM:

- Child/victim's name:
- Gender:        M        F
- Address:
- Phone:

#### ALLEGED OFFENDER:

- Name:
- Gender:        M        F
- Address:
- Phone:

#### REPORT:

- Date, time and setting in which you as the witness to the incident became aware of the incident:
  - Date, time and setting of the incident:
  - Describe what specifically occurred:
  - Names and contact information of any potential witnesses:
  - Describe any actions taken to ensure the safety and care of the victim:
- In response to an incident report and investigation CPF will review the outcome to establish lessons learned and provide suggestions as to how such an incident could be avoided in the future. The recommendations may be provided to update the policy and [protocols](#), as appropriate.

## SECTION E – PROGRAMS, SERVICES DELIVERY

Policy No. & Title - PSD 09: Partnerships & Joint Initiatives

Date Issued: August 2017

Date of Authorization: May 2018

Date Last Reviewed/Modified: August 2018

Next Scheduled Review: Fall 2019 (Network)

### 1. Overall Guiding Principle

Canadian Parents for French is committed to connecting and collaborating with like-minded organizations/agencies for the mutual benefit of both parties. CPF also has an obligation to protect the privacy of its membership and to respect the confines of its mandate.

### 2. Objective

To provide CPF staff and [volunteers](#) with guidelines and information outlining expectations related to entering into, or updating expectations related to existing, [joint initiatives](#) and formal [partnerships](#).

To ensure the development of strong organizational and community [partnerships](#) that are focused on advancing CPF's goals and priorities as outlined in the CPF Network Strategic Plan.

### 3. Policy

- CPF may engage in [partnerships](#) in order to:
  - Increase its program reach (Youth, Parents, Advocacy);
  - Increase its credibility, visibility, and enhance its leadership;
  - Strengthen its organizational capacity by sharing complementary skills and abilities, reducing costs, consolidating and sharing infrastructure and administrative expenses, and improving efficiency.
- When entering into [partnership](#) agreements with organizations, Canadian Parents for French must establish trust and familiarity with the partnering organization. Preference will be given to prospective partners that meet most of the following criteria:
  - Their mandate aligns with CPF's core organizational values and priorities as set out in the CPF Network Strategic Plan;
  - They share common goals or objectives;

- They are committed to collaborative and shared planning; ongoing evaluation of progress and continuous improvement; collective [impact](#) and long-term strategies; and looking for mutual benefit and a reciprocal approach to levels of commitment.
  - An assessment of the prospective partner’s [liability](#) and insurance coverage is in place; and,
  - A comprehensive [risk](#)/benefits analysis has been conducted.
- [Partnerships](#) will be terminated if the following occur:
    - A lack of [financial accountability](#) by the organization;
    - A lack of reporting and regular communication;
    - The use of funds for activities that are illegal or not considered [charitable](#);
    - A [conflict of interest](#) exists;
    - A [risk](#) to the reputation of Canadian Parents for French exists; and
    - Political activities outside of those accepted by [Canada Revenue Agency](#) and our main funder, Department of Canadian Heritage.
  - The Board of Directors is responsible for approval of governance-focused and strategic [joint initiatives](#) or formal partnerships, with the President as signatory on behalf of the [Corporation](#). This would include any signing of a [Memorandum of Agreement or Understanding](#) with another organization.
  - The National [Executive Director](#) is responsible for approval and signing off on operational [joint initiatives](#) or partnerships including exchanges of services (advertising, letters of project support or [endorsement](#), and [in kind contributions](#)).
  - The [Executive Director](#) will provide an annual update or report to the Board of Directors on the status or termination of all [joint initiatives](#) or partnerships.

#### 4. Specific Directives

- A senior official of the potential partner will meet with Canadian Parents for French [representatives](#) to discuss and determine the type of [partnership](#) desired and the terms relating to that partnership.
- Generally, the approach would be to establish trust on demonstration of success with short term, specific initiatives before engaging in long term major commitments such as signing a [memorandum of agreement](#) or entering into a legal or financial commitment.
- The oversight and reporting requirements to enable measurement of progress or mutual successes will be established at the onset, setting expectations for both parties and understanding of the mutual commitment. While some flexibility in working with partners is understood and encouraged, the level of oversight and reporting will be proportional to the extent of the [partnership](#).

- All materials produced must acknowledge Canadian Parents for French as a partner either in text or by visual trademark.
- Partnership commitments must be documented in writing, signed by the appropriate authority and filed at the National office. These may include, but are not limited to:
  - Status Agreement as Partner Organization, Association
  - Protocol for Collaboration
  - Memorandum of Agreement, of Understanding
  - Cooperation Agreement
- The written agreement must outline the goals and commitments of both parties that will be completed, a clear beginning and end date, the joint in-kind contributions or financial support, the reporting accountability and the appropriate signatory.
- The claim to ownership of intellectual property, through the use of copyright or joint copyright, should be included in the agreement establishing the joint initiative or partnership.
- When working with a third party, include a disclaimer within any agreement or on the website as a means of protecting CPF's best interests. A valid disclaimer may not preclude legal action but may mitigate the effect of liability issues should they arise.

## SECTION E – PROGRAMS, SERVICES DELIVERY

Policy No. & Title - PSL 10: External Communication (including media, CPF magazine and website)

Date Issued: August 2017

Date of Authorization: May 2018

Date Last Reviewed/Modified: August 2018

Next Scheduled Review: Fall 2018

### 1. Overall Guiding Principle

The purpose of Canadian Parents for French external communications is to promote its mandate, mission and programs among members, key stakeholders and the public.

CPF is committed to providing quality resources and publications to its members, FSL stakeholders and the general public while respecting Canadian privacy protection legislation.

### 2. Objective

To ensure that all communications and related activities enhance CPF's image and reputation, protect the value and integrity of the corporation and that CPF brand assets are held in the highest professional regard.

To promote CPF programs while creating a standard of excellence and increasing member satisfaction and supporting revenue generation.

To enable CPF staff and volunteers to deliver quality resources and publications in line with the mandate and current strategic directions:

- promoting the benefits of French as a second language learning;
- positioning CPF as an expert and credible source of information about French as a second language issues.

### 3. Policy

- The policy applies to all CPF employees and volunteers and to all print, electronic and internet-based communications materials.
- Communication activities and key messages will be projected in a positive, coherent and consistent manner and be aligned with the Canadian Parents for French Network strategic plan, communications strategy and branding initiatives.



### Visual Identity

- Canadian Parents for French logos and word marks are the property of the [Corporation](#) and may not be used without the express written consent of the [Corporation](#). A CPF Network Brand Book provides guidelines for their use. (Available upon request).

### Media Communications

- The President and [Executive Director](#) will be the primary official spokesperson(s) for the [corporation](#). The President and [Executive Director](#) will appoint a substitute spokesperson among the remaining members of the Board of Directors in the event of their absence.
- All official communication with the [media](#), on behalf of the [corporation](#), will be coordinated and supported by the [Executive Director](#).
- For specific requests, subject matter experts may be called upon to interact with the [media](#).

### Crisis Management

- Canadian Parents for French will take a pro-active, pre-emptive approach to any public relations crisis using [disclosure](#) whenever possible to ensure open communications with the [media](#) and accountability to its members.
- In the event of a crisis, staff and [volunteers](#) are directed to follow the CPF [Emergency Crisis Response Policy](#) and the CPF Maintaining [Business Continuity](#) Policy to ensure [consistent](#) messaging and a co-ordinated response across the CPF Network.

### Resources and Publications

- Canadian Parents for French produces both recurring and one time print and electronic [documents](#) for specific audiences and purposes. Some are provided free to members and others are sold at member and non-member prices.
- CPF regularly produces communication materials for a broader general audience such as [media](#) releases, research reports, fact sheets, policy papers, and articles for publication in partner newsletters.
- The importance of developing a standard organization “look and feel” on publications cannot be understated. Specifications will be determined for a standardization of design, by projected life span, purpose and budgetary restrictions within the CPF Network Brand Book. Consistency with all CPF publications will be a consideration.
- The CPF National Communications Coordinator is responsible for maintaining a current list of quality designers, editors, proofreaders, and translators available to work in both (or either) official languages who are familiar with the CPF style and design requirements.

- All external communications and internal reports must follow the CPF Network Brand Book and CPF Writing Style Guide to ensure consistency of messaging, terminology, spelling, grammar and punctuation. Careful editing and proofreading is crucial to CPF's credibility as an informed and professional organization. Each document will then be reviewed by the CPF National [Executive Director](#) prior to approval for printing and distribution.
- CPF will make annual budgetary allocations for professional editing of all major publications. CPF publications copy will be edited, as much as possible, to conform to the Canadian Press Stylebook.
- The responsibility for critical evaluation of any instructional / pedagogical materials and for the acceptance or rejection of such materials, based on content, lies with the appropriate CPF National Committee and the CPF National [Executive Director](#). The responsibility for ensuring the accuracy of all CPF information publications lies with the CPF National [Executive Director](#).
- The CPF National office will maintain inventory copies of all promotional and informational materials and an inventory list of all printed materials published by the [corporation](#).
- Paid advertisements may be accepted in CPF communications as an information resource for our readers and for the purpose of generating revenue. These ads will be restricted to FSL education-related products and general products and services of interest to the CPF membership. The CPF Advertising Guidelines will provide direction on advertising costs and will be reviewed annually.

#### Copyright

- CPF will ask authors to inform them in writing of any license, fee or consent that is required for material used in a submitted work. The CPF Communications Coordinator is responsible for obtaining all required clearances.
- The Communications Coordinator or designated staff will consult the appropriate authority when [copyrighted](#) material is being reproduced.
- Copies of all major CPF publications will be deposited with the National Library of Canada. Provision of copies for submission and submissions to the library is the responsibility of the CPF Communications Coordinator.

#### 4. Specific Directives

##### CPF Magazine

- Canadian Parents for French will maintain an editorial team with member representation from the CPF Network to guide the direction of the CPF Magazine in order to meet the needs of CPF members and its broader readership.

- Canadian Parents for French will ensure with authors that any manuscript submitted is not actively under consideration for publication in other journals. CPF will advise authors that acceptance of their papers constitutes a consignment of [copyright](#). Authors will receive two complimentary printed copies of the publication. Authors may link to their article on the CPF National website.
- CPF authorizes the subscribers of CPF Magazine to reproduce articles, in whole or in part, on the condition that the name of the author or authors, the name of the magazine/newsletter, and the volume and number is clearly identified in writing on each page of any copy.
- The CPF Communications Coordinator will maintain guidelines for the selection of potential CPF Magazine advertisers including a list of advertising rates and an appropriate ratio of ads to articles.
- Advertising rates will be reviewed at the annual editorial team meeting. These guidelines are posted on the CPF National website. Acceptance of an advertisement is not an [endorsement](#) by CPF.

#### CPF State of FSL Education in Canada Report

- The CPF State of FSL Education in Canada Report is a protected title reserved for the CPF national advocacy / research publication, published, with the support of an expert committee, by CPF National on behalf of the CPF Network.
- This publication ensures that Canadian Parents for French speaks with a unified voice. It guides and informs the development of the CPF position statements and white papers, by stating key recommendations for action by various stakeholders, by contributing to public policy briefs, and other external communications materials.

#### CPF Websites (National and Branch)

- CPF National, in [collaboration](#) with the CPF Network, is responsible for setting the standards for the design and maintenance of CPF National and Branch websites to ensure consistency of brand. CPF Branches are responsible for posting, updating and reviewing Branch provincial/territorial content on Branch websites.
- The home page of the CPF National website and of each CPF Branch website include:
  - Contact information;
  - Mission and vision statements;
  - Link to the CPF Branch / National websites.

- CPF will publish information that reflects a level of quality, accuracy and timeliness, in a variety of accessible formats and referencing original sources to benefit the understanding of the broad Canadian public.
- Reference in any referred (linked) website to commercial products, services or companies does not constitute an [endorsement](#) by Canadian Parents for French, who cannot accept responsibility for the contents of these pages.

## SECTION E – PROGRAMS, SERVICES DELIVERY

Policy No. & Title - PSD 11: Social Media

Date Issued: August 2017

Date of Authorization: May 2018

Date Last Reviewed/Modified: August 2018

Next Scheduled Review: Fall 2018

### 1. Overall Guiding Principle

Canadian Parents for French values its image among its stakeholders. Social [media](#) encourages conversations and the development of collaborative relationships. Utilizing the power and influence of social [media](#) in carrying out traditional business processes is highly beneficial. As there may also be inherent [risks](#), CPF wants to limit any negative exposure that may occur as a result of communications via social [media](#).

### 2. Objective

To establish parameters of excellence for staff and [volunteers](#) appointed to communicate on CPF social [media](#) feeds, to streamline type and quality of posts and establish positive online community management.

To reduce [risks](#) inherent in the use of public-facing social [media](#) for staff and for CPF and to prepare employees and [volunteers](#) for the hazards and responsibilities of participating in social [media](#) activities and to protect the [corporation](#) from any legal threats that may arise as a result of social [media](#) usage.

### 3. Policy

- This policy covers all individuals who are directly affiliated with the [corporation](#) (employees, [volunteers](#), contractors, etc.) with the understanding that the [Executive Director](#) is the lead and that posts will be monitored to ensure appropriateness and added value.
- CPF staff and [volunteer](#) leaders (Directors of the Board, Committee chairs, Chapter Executive chairs) are encouraged to create and maintain active accounts on social networks such as Facebook, Twitter, and LinkedIn.
- CPF National communicates the rights and responsibilities of individuals at all levels of CPF who actively undertake in social [media](#) activities on behalf of the [corporation](#).

- CPF employees or [volunteers](#) are personally responsible for the content they publish on-line, whether in a blog, social computing site or any other form of user-generated [media](#).
- CPF National provides guidelines for information and content to be shared on social [media](#), which comply with the CPF confidentiality policy, for all CPF employees and [volunteers](#) who are engaging on social [media](#) in an official role or unofficially in a personal role.
- CPF will ensure that resources are properly cited and that [copyright](#) is protected.
- CPF National will monitor, from time to time, all CPF social [media](#) accounts to ensure that posts are professional, further CPF's mission, vision and values, and respect the [corporation](#)'s performance and foster a positive public perception.
- CPF reserves the right to remove / request removal of any posted comment on social [media](#) sites that refers to CPF, that is not appropriate for the topic discussed or uses inappropriate language.

#### 4. Specific Directives

##### CPF Work Related Messaging

- CPF is strongly in favor of engaging with those who consume our content.
- Abusive, bigoted, and/or racist comments should be flagged to the CPF Communications Coordinator immediately.
- Messaging should
  - be conversational, positive, respectful and engaging.
  - have a purpose, inform, create friends and followers and therefore should not be confrontational, challenging or be offensive.
  - adhere to the CPF Network Brand Book. Visual appeal is important on all social [media](#) platforms – website, Facebook, Twitter.
- CPF encourages users to post regularly. Do not over-post.
- Include @CPFNational in your tweet while using the hashtag symbol (#) before a relevant keyword or phrase to categorize those Tweets and help them appear more easily in a Twitter search.
- See the Guidelines for Posting to CPF Social [Media](#) Feeds for more details.

##### Personal Social Media Usage

- CPF members are personally responsible for the content they publish on-line, whether in a blog, social computing site or any other form of user-generated [media](#).

- If using any personal accounts for CPF in any way, clearly identify your role in your profile.
  - If publishing content online relevant to CPF in your personal capacity, use a [disclaimer](#) such as this: "The postings on this site are my own and do not necessarily represent CPF's positions, strategies or opinions."
- Respect the confidentiality and privacy of others, including CPF confidential, proprietary and business information.
- Obtain approval prior to citing or making references to others. Provide a link to the original citation so the comment can be taken in context.
- Try to add value. Provide worthwhile information and perspective. Be respectful of others and their opinions. Be the first to correct your own mistakes.

## SECTION E – PROGRAMS, SERVICES DELIVERY

Policy No. & Title - PSD 12: Intellectual Property (IP)

Date Issued: August 2017

Date of Authorization: May 2018

Date Last Reviewed/Modified: August 2018

Next Scheduled Review: Fall 2019 (Network)

### 1. Overall Guiding Principle

Canadian Parents for French is committed to fostering research and to the distribution of information to benefit the [Corporation](#), the members, and, more widely, society.

The [intellectual property](#) produced by CPF, will be utilized and developed for the benefit of the creators, the [Corporation](#), and the public.

### 2. Objective

To clarify the rights and responsibilities of employees and [volunteers](#) and protect the ownership of [intellectual property](#) created by or developed for Canadian Parents for French.

To outline the [obligations](#) and basic rights of the [Corporation](#) and of the individuals, employees, [volunteers](#) of the [Corporation](#) in regards to IP.

### 3. Policy

- This policy covers work completed:
  - During the course of employment/[volunteer](#) mandate and within the scope of the job or [volunteer](#) role, as well as research activities conducted under contract; this includes current and past employees, contractors and [volunteers](#).
  - When IP is developed through funding as part of a CPF sponsored program, project or initiative or was developed with substantial use of CPF human or financial resources.
- This policy does not replace pertinent IP clauses in contractual agreements, but this policy may provide guidance in interpreting contractual agreements where no such clause exists.
- [Intellectual property](#) developed by staff in the course of their assigned duties and responsibilities is the property of CPF as a whole, notwithstanding exceptions of a previously agreed upon arrangement or contract with the employer.
- CPF aims to encourage creativity and innovation, therefore [intellectual property](#) belonging to CPF as a whole is to be shared freely among CPF Branches, Chapters and National; and



CPF reserves the right to allow some flexibility in applying this policy on a case-by-case basis.

- Where CPF enters into an agreement with an outside party that may result in the generation of IP, the parties will ensure that a written agreement sets out their respective rights to the IP in the work and any terms relating to the sharing of [risk](#) and revenue from the exploitation or commercialization of the work.
- Upon entering into an agreement with a contractor, a standardized form is completed, submitted and stored at the CPF National office.
- No CPF employee may enter into a contract or other type of agreement with a [third party](#) that affects the [intellectual property](#) of CPF without the pre-approval of the CPF National [Executive Director](#) and the agreement of such other affected members.
- The National [Executive Director](#) is responsible for vetting requests for deviations from this policy in the context of individual research contracts, including questions regarding the application, interpretation or implementation of the policy, disagreement among creators concerning assignment of rights or sharing of royalties. The National President or their designate is responsible for vetting any disagreements not solvable by the [Executive Director](#).
- The use of the [Corporation](#) name, seal or logo on letterhead, business cards and resources is standardized and regulated in the CPF Brand Book and the External Communications Policy.

#### 4. Specific Directives

- None to date

## CPF National Policy Definitions

**Abuse of Power:** Situations involving a minor, situations that involve a reporting relationship, or any situation that includes an accusation from an individual against an employee or volunteer who is providing a service upon which the client depends. Incidents that involve an abuse of power are considered by CPF as being, generally, of a more serious nature than peer-to-peer situations. Abuse of power happens whenever a CPF staff/volunteer abuses or misuses their power and discretion for personal benefit, or in benefit of another person.

**Accommodation by a party:** An arrangement; a settlement or compromise by one person to accommodate the needs of another.

**Active Campaigning:** When nominees or their supporters work in an organized and active way to promote their candidacy during the election process through contact with Voting Delegates.

**Ad Hoc Committee:** A committee formed for a specific task or objective, and dissolved after the completion of the task or achievement of the objective.

**Advisory Council:** A collection of individuals, with a clear purpose and guidelines for membership, who bring unique knowledge and skills which augment the knowledge and skills of the formal Board of Directors in order to more effectively guide the incorporated organization as a whole.

**Avoidance of a Party:** The action of keeping away from or not doing something by one person to accommodate the needs of another.

**Behaviour:** For the purposes of this policy, includes a broad range of actions including:

- Conduct - what you or others do, including gestures;
- Comment - what you or others say, whether orally, in writing or via pictures and images, or by making sounds, communicated through any form or medium including on social media.

**Board Meeting Effectiveness Check:** An evaluation tool circulated to meeting participants to self-assess their participation and provide feedback for meeting continuous improvement.

**Branch Jurisdiction:** Means a provincial or territorial body that is a part of the corporation. There will be at least two (2) Chapters and twenty-five (25) members in the province or territory before a Branch may be recognized. Jurisdiction refers to all Chapters that are associated with the Branch.

**Bullying:** Ill treatment which is not addressed under human rights legislation or criminal codes. Bullying is considered harassment in general, unless there is physical contact or a threat of violence, where it is considered violence.

**Business Continuity Planning:** The process of creating systems of prevention and recovery to deal with potential threats to a corporation such as cyber-security threats or data loss, theft or fraud, fire or flooding of physical office spaces. In addition to prevention, the goal is to enable ongoing operations before and during execution of disaster recovery.

**Bylaw No.1:** The legal document that regulates the decisions and actions of the corporation.

**Canada Revenue Agency (CRA):** formerly Revenue Canada and the Canada Customs and Revenue Agency, is a Canadian federal agency that administers tax laws for the Government of Canada and for most provinces and territories, international trade legislation, and various social and economic benefit and incentive programs delivered through the tax system. It also oversees the registration of charities in Canada, and tax credit programmes such as the Scientific Research and Experimental Development Tax Credit Program.

**Canadian Human Rights Act:** The statute with the express goal of ensuring equal opportunity to individuals who may be victims of discriminatory practices based on a set of prohibited grounds such as gender, sexual orientation, race, marital status, gender expression, creed, age, colour, disability, political or religious beliefs. The Act applies throughout Canada, but only to federally regulated activities. Each province and territory has its own anti-discrimination law that applies to activities that are not federally regulated. As the CPF National office is located in Ottawa, the **Ontario Human Rights Code** is the provincial law to which it adheres in giving every individual equal rights and opportunities with respect to employment, trade, self-governing profession, services, goods, contracts and facilities.

**Cash Flow Statements:** A financial statement that shows how changes in balance sheet accounts and income affect cash and cash equivalents, and breaks the analysis down to operating, investing, and financing activities.

**Cash Flow:** The net amount of cash and cash-equivalents being transferred into and out of an organization.

**Centralized Federation:** is a union of partially self-governing entities grouped under a central governing entity. Entrenched within the CPF National Bylaw No.1, there is a self-governing status for National, Branches and Chapters as well as a division of authority between these entities. Each region retains a degree of control over its internal affairs. This status may not be altered by a unilateral decision of any one party.

**Charitable Donations:** A charitable donation is a gift made by an individual or an organization to a non-profit organization, charity or private foundation. Charitable donations are commonly in the form of cash, but they can also take the form of real estate, motor vehicles, appreciated securities, clothing and other assets or services.

**Charitable/Tax Receipts:** A charitable tax receipt should contain: The donor's name, the amount of money or a description of the item or items donated, a statement indicating whether or not any goods or services were provided in return for the gift; a good-faith estimate of the value of goods or services provided; insubstantial values need not be recorded. The receipt can be a letter, a postcard, an e-mail message, or a form created for the purpose.

**Child Safety:** A principle of creating a safe environment for children by putting prevention measures into practice, and clearly outlining expectations for individuals in authority to reduce the potential of harm to children.

**Clear:** the data is not submerged in unnecessary incidental information or worded unclearly.

**Code of Conduct:** A set of rules outlining the social norms, rules and responsibilities of, and or proper practices for, an individual. A Code of Ethics outlines the ethical principles that govern decisions and

behavior at a company or organization, outlining how employees should behave, as well as specific guidance for handling issues that may arise.

**Collaboration:** The action of working with someone to produce or create something.

**Commercial Sponsorship:** Commercial sponsorship is the term used to describe opportunities to support a person, product or event with a view to gain some advertising or promotional advantages for the sponsor.

**Common Law:** As distinguished from statutory law created by the enactment of legislatures, the common law can be found only in past decisions. It comprises the body of those principles and rules of action, relating to the government and security of persons and property, which derive their authority solely from usages and customs and decrees of the courts recognizing, affirming, and enforcing such usages and customs.

**Conflict of Interest:** A situation in which a person is in a position to derive personal benefit from actions or decisions made in their official capacity. Including:

- Personal conflict of interest includes nepotism such as favours for friends and relatives, self-dealing;
- Ethical conflict of interest includes any situation in which a person has a private or personal interest sufficient to influence the objective exercise of their official duties;
- Financial or Pecuniary conflict of interest includes any situation whereby a person has a financial interest, if the individual has, directly or indirectly, an actual or potential ownership, investment, or compensation arrangement with Canadian Parents for French or any entity that conducts transactions with CPF. A person with financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

**Conflict Resolution:** Method or process facilitating the peaceful ending of conflict and retribution by actively communicating information and by engaging in collective negotiation.

**Consistent:** Always happening or behaving in a similar, positive, way.

**Cookie:** Data that is transferred from a web server to the device a user is utilizing to access the website.

**Cooperation Accord:** A formal business document outlining the basic terms of one's agreement with another individual, group or entity. Also called cooperation Contract.

**Copyright:** The exclusive legal right, given to an originator or an assignee to print, publish, perform, film, or record literary, artistic, or musical material, and to authorize others to do the same.

**Corporation:** a group of people elected to govern, and authorized to act as a single entity (legally a person) and recognized as such in law. The CPF National Board is responsible to the corporation as a whole, the CPF Network of Chapters, Branches and National office.

**Council of Executive Directors (CoED):** Advisory council comprised of all duly hired Branch Executive Directors and the National Executive Director. Each Executive Director is responsible for reporting Network-related matters discussed and strategic actions to be taken with their respective Board of Directors.

**Council of Presidents (CoP):** Advisory council comprised of all duly elected Branch Presidents and the National President. The Branch Vice Presidents and the National Vice President can be asked to serve as respective designates. Vice Presidents may be invited to attend specific meetings with their respective Presidents. Each President is responsible for reporting Network-related matters discussed and strategic actions to be taken with their respective Board of Directors.

**CPF 'Sponsored' Activities:** All activities that take place with the involvement of CPF staff and/or volunteers, are undertaken while using the CPF name and/or the delivery of the activity, or undertaken and paid for using CPF funds.

**Directors:** Members of the CPF National Board.

**Disclaimer:** Generally, any statement intended to specify or delimit the scope of rights and obligations that may be exercised and enforced by parties in a legally recognized relationship.

**Disclosure:** The act of disclosing a mistake or crisis, being transparent on facts of a situation, which is considered an efficient corporate response strategy proven to restore reputation, build credibility and reduce harm to the organization.

**Dissolution:** The closing down or dismissal of an official body, entity or partnership. Suspension of activities.

**Document Management:** Involves the day-to-day capture, storage, modification and sharing of physical and/or digital files within an organization. Generally speaking, document management focuses on:

- Reducing lost and misfiled documents, providing faster search and retrieval of documents, helping to better organize existing documents, improving general work processes and organizational efficiency, reducing the amount of physical space used to store documents, such as file cabinets, boxes and shelving.

**Documents:** Consist of information or data that can be structured or unstructured and accessed by people in CPF.

**Donation:** A donation is a voluntary contribution in the form of monetary or non-monetary gifts to a fund or cause for which no return service or payment is expected or made. Contributions to industry associations or fees for memberships in organisations that serve business interests are not necessarily considered donations.

**Donor:** the individual, organization, or institution that makes a gift.

**Due Diligence:** Investigation or exercise of care that a reasonable individual or organization is expected to take before entering into an agreement or contract with another party, or an act with a certain standard of care.

**Duty of Care:** A legal principle that identifies the obligations of individuals and organizations to take certain measures to care for and protect participants.

**Duty to Disclose:** An interested person must disclose either in writing or orally, the existence of any conflict of interest that is or appears to be in conflict with the corporation's interest.

**Emergency Crisis:** An unplanned or imminent event that affects or threatens the health, safety or welfare of people, organizational reputation or the state of FSL education;

- That which requires a significant and coordinated response;
- Where usual resources are overwhelmed or have the potential to be overwhelmed;
- May be a specific event with a clear beginning, end and recovery process, or a situation that develops over time and where the implications are gradual rather than immediate.

**Emotional and Physical Harassment:** Any offensive, cruel, intimidating, insulting or humiliating behaviour which includes physical violence or the threat of physical violence. It can be physical or verbal, direct or indirect such as gossip.

**Endorsement:** An act of giving one's public approval or support to someone or something. A testimonial, a written or spoken statement endorsing, promoting or advertising a product.

**Ethical Fundraising and Financial Accountability Code:** sets standards for charities in the areas of fundraising and financial reporting practices. It is a set of benchmarks that enables organizations to manage their funds responsibly and report their financial affairs accurately and completely.

**Ethical Fundraising Guide:** This Guide has been developed by the Canadian Centre for Philanthropy to assist in the interpretation and application of the Centre's Ethical Fundraising & Financial Accountability Code (the "Code"). The Code prescribes standards of ethical conduct to be followed by charitable organizations in managing their fundraising activities.

**Ethical Fundraising:** To maintain high ethical standards, non-profit organizations have clearly articulated mission and value statements, as well as specific codes of conduct especially in fundraising. Adhering to ethical standards in fundraising is especially important because the success of an organization's mission rests on trust: the trust of clients, volunteers, donors, and the community served. Stewarding the public's trust is therefore a critical role for fundraisers to perform. To do this well the fundraiser must look beyond their own immediate needs and behave in a manner consistent with the values of their profession and of the sector as a whole. Strong ethical standards build public trust in the non-profit sector. Through transparency, full-disclosure and self-regulation, fundraisers can position their own organization as trustworthy in carrying out its mission and in so doing benefit the wider sector too.

**Ethical Leadership:** leadership that is directed by respect for ethical beliefs and values and for the dignity and rights of others. It is thus related to values such as trust, honesty, consideration, and fairness.

**Executive Director:** Term used at CPF to refer to the most senior, highest ranking, paid employee with oversight responsibilities for leading the organization's administration, accomplishing the goals of the members and the board, and managing the philosophy of the organization.

**Ex-officio:** By virtue of one's position or status.

**Fair Market Value:** normally the highest price, expressed in dollars, that property would bring in an open and unrestricted market, between a willing buyer and a willing seller who are both knowledgeable, informed, and prudent, and who are acting independently of each other.

**Financial Accountability:** Responsibility for the way money is raised and managed.

**Force Majeure:** Unforeseeable circumstances that prevents someone from fulfilling a commitment or contract.

**Fundraising:** any activity that includes a solicitation of present or future donations of cash or gifts in kind, whether the solicitation is explicit or implied.

**Generative Governance:** Leads Board thinking to focus on the bigger picture, a reconsideration of how the current state may best be understood, framing issues differently, to consider other aspects, to take into consideration broader influences prior to making decisions.

**Gift Agreement:** Consists of description of gift, statement of purpose for using the funds, how the proceeds will be administered and promoted, future considerations and a statement of authority on CPF's charitable status.

**Harassment:** Any unwelcome or objectionable, physical, visual or verbal conduct, comment or display, whether intended or unintended, that is:

- Insulting, humiliating or degrading to another person, or creates an intimidating, hostile or offensive environment and/or is on the basis of race, ethnicity, language, financial ability, religion, gender or sexual orientation, disability or age, or any other kind of discrimination which is prohibited by particular provincial/territorial legislation: made by an employee, volunteer, client or supplier of CPF;
- Directed at and offensive to any other employee, volunteer, client or supplier of CPF, or any other individual or group that the person knew or reasonably ought to have known would be offensive (e.g., unintended).

Examples of harassment include, but are not limited to:

- Derogatory written or verbal communication or gestures (e.g. name-calling, slurs, taunting pictures or posters, bullying, graffiti), that are malicious, vexatious or that relate to any of the prohibited grounds under Human Rights legislation;
- Use of abusive or insulting language, yelling and other aggressive or humiliating verbal conduct;
- Public belittlement, verbal or written, 'cold-shouldering' or other deliberately isolating conduct or other contemptuous or disrespectful treatment;

- Threats made or perceived, that are malicious, vexatious or based on any of the prohibited grounds under Human Rights legislation;
- Application of stereotypes or generalizations based on any of the prohibited grounds under the legislation.

**High Performing Corporation:** Organization operating at an above average standard.

**Impact:** refers to the effect of efforts made; the incremental progress toward a goal, by individuals, the collaborative success of the team, those being served, and the organization.

**In Kind Contribution:** Is the transfer of any type of asset other than cash, such as the contribution of services such as editing, translation and printing services and of goods, such as computers, software, furniture and office equipment for use by the organization.

**Integrity:** The quality of being honest and having strong moral principles; moral uprightness.

**Intellectual Property:** Any form of knowledge or expression created by one's intellect that can be legally protected and for which one may apply for a patent, copyright, trademark; including trade secrets, manuscript or design for research materials, resource prototypes and tools.

**Interested Person:** An interested person is any director, principal officer, employee, or member of a committee with governing board-delegated powers who has a direct or indirect financial interest.

**Internal Controls:** A process for assuring an organization's objectives in operational effectiveness and efficiency, reliable financial reporting, and compliance with laws, regulations and policies.

**Joint Initiative:** At least two parties conducting a project with all parties involved throughout the process – planning and execution; clear roles to play and distribution of work according to contribution/expertise.

**Liability:** Refers to the duties, obligations and responsibilities imposed on a person or an organization by common law or statute. Vicarious liability is the liability an organization assumes for the actions of those who act on its behalf.

**Limitations:** A limiting rule or circumstance; a restriction on actions that can be taken within the individual's authority.

**Maintaining Continuity:** means speaking to the viability and continued operations of a given Branch. Having incorporated and been granted the exclusive use of the name Canadian Parents for French, every Branch entity has contractually agreed to a common understanding of CPF's goals, objectives, and governing documents that affect CPF as a whole.

**Maintaining Integrity:** means primarily ensuring the brand and reputation of CPF. The purpose of this authority is to provide CPF National with the ability to address any issue that could reasonably affect CPF as a whole. This ensures compliance with legislation or the requirements of a regulatory agency, where actions or inactions could result in legal liability for CPF.



**Media:** The main means of mass communication (especially television, radio, newspapers, and the Internet) regarded collectively.

**Mediator / Mediation:** A person who attempts to make people involved in a conflict come to an agreement; a go-between. An intervention in a dispute in order to resolve it; arbitration.

**Member in Good Standing:** A member who has paid in full their membership dues for the relevant year.

**Memorandum of Understanding (MOU or MoU):** A formal agreement between two or more parties to establish official partnerships. ALSO: Memorandum of Agreement (MOA)

**Methods of Supply** used by CPF include:

- **Competitive procurement** is defined as a means of acquiring goods or services through a bidding (quotation) or proposal process.
- **Contract** is an agreement between two or several parties wherein the rights and obligations of all who participate are clearly defined as are the overall terms of the agreement, including the timeframe and compensation awarded as consideration for goods or services.
- **Contract for Service** is an agreement whereby an individual or company undertakes a task or job (supplies time, effort, and/or expertise) for the corporation. While he or she may hire others to carry out or help in the work, he or she is solely responsible for the satisfactory completion of the job. The parameters of the task are defined within the written contract.
- **Expression of Interest (EOI)** is a means for potential providers of goods and/or services to register interest in supplying them. An EOI is usually a document describing requirements or specifications and seeking information from potential providers that demonstrates their ability / capacity to meet those requirements.
- **Invited Tender** is a solicitation to selected qualified suppliers. Invited Tenders are normally used for large value purchases. Tenders are normally requested by a specific time and may be opened and evaluated by a committee.
- **Non-competitive** procurement (sometimes called “sole source” or “single-source” procurement) is used to enable a buyer to select a particular supplier or restrict the bidding process to certain suppliers of goods or services.
- **Quotation** is an offer or bid from an approved or qualified supplier used for the purchase of goods and services where criteria, including service, quality, and delivery, will be evaluated as well as price.
- **Request for Proposal (RFP)** is an invitation to suppliers to submit offers to provide a solution to a problem or satisfy a need that the corporation has identified. A formal evaluation of a RFP involves assessing the supplier’s experience, qualifications, quote for services and proposed solution, using criteria specific to the job specifications.

- **Contract of Employment** – Agreement specifying the terms and conditions under which a person consents to perform certain duties as directed or controlled by an employer that, taken together with the rights of each under statute and common law, determine the employment relations between them in return for an agreed upon wage or salary and may include employment benefits.
- **Contract for Service** – Agreement whereby a self-employed person undertakes a task or job (supplies time, effort, and/or expertise) for the corporation. While he or she may hire others to carry out or help in the work, he or she is solely responsible for the satisfactory completion of the job. The parameters of the task are defined within the written contract.

**Monitoring Performance:** A process wherein National ensures that the Branch is operating within the agreed governing policy and processes, and is progressing towards the goals and objectives established, with the capability to function effectively in their respective region.

**Nominator:** refers to a CPF voting or non-voting member who officially submits recommendation for a person to be considered to receive a CPF award or honour.

**Normal Circumstances:** refers to general business activity periods only and not to special circumstances such as holidays, natural disasters or emergencies.

**Objects:** are concise statements of the ultimate purpose of the corporation.

**Obligations:** An act or course of action to which an individual is morally or legally bound by their authority or role; an agreed upon duty or commitment to the corporation.

**On a Rotational Basis:** Relating to a system in which the job is regularly changed.

**Ordinary Resolution:** Means a resolution passed by a majority not less than 50% plus 1 of the votes cast for that resolution.

**Orientation:** Delivery of more general information that has to do with the practice, culture and how an organization is run.

**(Accepted) Parental Supervision (Practices):** In its most basic form, includes keeping children away from dangerous objects and situations and preventing them from hurting themselves or others; outlines general acceptable behaviours and actions in establishing safe and friendly environments for children.

**Partnership:** An arrangement in which two or more individuals share the profits and liabilities of a business venture. Various arrangements are possible: all partners might share liabilities and profits equally, or some partners may have limited liability.

**Partnerships:** Include providing support, usually as cash, and occasionally as in-kind services such as planning, project management skills, or professional or technical expertise.

**Personal Confidential Records:** Employee records including benefit agreements and appraisals, conflict resolution settlements, contracts, etc.

**Personal Information:** Includes any factual or subjective information recorded or not, about an identifiable individual. Personal information does not include any information that might appear on a business card or can be found publicly available, such as a telephone directory. Subsection 2(1) of the Personal Information Protection and Electronic Documents Act (2000, c. 5) (PIPEDA) states that “personal information” means “information about an identifiable individual.”

**Philanthropy:** Or charitable giving, is usually a one-off cash donation to a specific cause. Philanthropic donations are given to meet specific needs in the event of an emergency, without the expectation of any return to the business.

**Police Check:** A search of the records held in the information database of a police agency (varies according to jurisdiction – local city, provincial or RCMP). It may include a check of national or local and regional police records. At the end of the process, a report is issued. The report is usually valid for a two-year period.

**Proprietary Confidential Records:** Legal documents, Banking and internal financial statements, Financial reports to funders, Insurance agreements and claims, Funding agreements and reports, Annual CRA revenue and charitable tax returns, etc.

**Protocol:** A document that sets out the terms or set of rules agreed upon in a meeting and signed by all the parties.

**Public Corporate Records:** Bylaws, Policies, Minutes of Board and Annual / Special General meetings, Annual Performance Reports, Audited Financial Statements, etc.

**Record:** A record can be in various formats including email, paper, digital, social media, videos and telephone messages. Records are created to provide information about what happened, what was decided, and how to do things. Individuals cannot be expected or relied upon to remember or report on past policies, discussions, actions and decisions accurately all of the time. So, as part of their daily work they keep a record – by updating a register or database, writing a note of a meeting or telephone call, or filing a letter or email – which ensures that they and their successors have something to refer to in the future.

**Records Management:** Establishes policies and standards for maintaining diverse types of records. Some, but not all, documents within an organization become records. Records management also includes the functions of document management such as:

- Identifying what records exist by records inventory;
- Applying required retention periods to stored items;
- Identifying the owner of each records series;
- Determining that a chain of custody and a proper audit trail both exist;
- Assisting in e-discovery issues and applying legal holds to records when needed;
- Managing disposition (disposal of documents);

- Developing and administering defined records policy and procedures, regardless of if the records are electronic or paper;
- Preserving records throughout their life cycle.

**Representative:** the data is provided to monitor the complete criterion, not just a part of it or a single use of it.

**Risk Identification:** The process of determining risks that could potentially prevent the program or organization from achieving its objectives. It includes documenting and communicating the concern.

**Risk Management:** The forecasting and evaluation of financial and other risks together with the identification of procedures to avoid or minimize their impact.

**Risk Mitigation:** A systematic reduction in the extent of exposure to a risk and/or the likelihood of its occurrence.

**Risk Monitoring:** A process which tracks and evaluates the levels of risk in an organization. As well as monitoring the risk itself, it involves tracking and evaluating the effectiveness of risk management strategies.

**Risk, Risk Management, Risk Mitigation:** A situation involving exposure to danger, harm, or loss. Risk management is the identification, evaluation, and prioritization of risks followed by coordinated and economical application of resources to minimize, monitor, and control the probability or impact of unfortunate events or to maximize the realization of opportunities. Risk mitigation involves putting in place processes to reduce the extent of exposure to risk and /or the likelihood of its occurrence.

**Senior Staff Member:** Term used to refer to staff with management responsibilities within the Branch or at the National office.

**Service Standard:** a commitment to a measurable level of performance that can be expected *under normal circumstances* to help manage operations and track progress against overall delivery objectives.

**Service Target:** is a key element of a performance that defines the level of expected quality, the timeline for delivery, the agreement for service between the client and the service provider.

**Serving in Personal Capacity:** Making particular decisions based on person's experience and knowledge and perspective.

**Sexual Harassment:** Any unwelcome conduct, comment, gesture or contact of a sexual nature, whether once or in a continuous series of incidents that:

- Might reasonably be expected to cause offence, embarrassment or humiliation;
- Might reasonably be expected to be perceived as placing a condition of a sexual nature on employment, services, or on any opportunity for training or advancement.

Examples of sexual harassment include, but are not limited to:

- Remarks, jokes, innuendoes or other comments regarding someone's body, appearance, physical or sexual characteristics or clothing;
- Persistent unwelcome or uninvited invitations or requests;
- Unwelcome questions or sharing of information regarding a person's sexuality, sexual activity or sexual orientation;
- Vulgar or sexual jokes whether oral, written, graphic or gestural;
- Conduct or comments intended to create, or having the effect of creating, an intimidating, hostile or offensive environment;
- Retaliating against an employee or volunteer for refusing a sexual advance or for reporting an incident of possible sexual harassment to CPF or any government agency;
- Offering or withholding favours, employment benefits, volunteer positions, favourable evaluations, favourable assigned duties, conditional upon the employees or volunteers providing or refusing sexual favours;
- Any unwanted physical touching, blocking or impeding movement;
- Displaying of sexually offensive or derogatory pictures, cartoons or other material;
- Displaying or sharing pornography in the workplace.

**Signing Authority:** Officer or representative vested (explicitly, implicitly, or through conduct) with the powers to commit the authorizing organization to a binding agreement.

**Speaking with One Voice:** When a group of people express an opinion or decide something with one voice, they all agree. No individual will speak against the opinion or decision publicly.

**Sponsorship:** Financial support received from an individual or organization that pays some or all costs involved in an event in return for advertising or for the right to use an opportunity or individual to promote the corporation's name, image, product and services; where both parties are committed to maximizing participation to achieve a mutually agreed outcome. Sponsorship is not a donation (in cash or kind) for which little or no commercial return is expected; nor is it hospitality, which is defined as the provision of entertainment, food and beverages for existing and potential clients in the expectation of commercial return.

**Standard of Care:** Degree or level of service, attention, care, or protection that a person is expected to exercise. It is an objective standard reflected by what an average, reasonable person would do, or not do, in a given situation.

**Standing Committee:** A permanent committee that meets regularly.

**Succession Planning:** The ongoing process of identifying, assessing, and supporting individual people's growth to ensure continuity in volunteer leadership positions for the Board, and in executive leadership positions such as the Executive Director.

**Terms of Reference:** Document that defines the mandate, duties and powers of any committee that is established and may prescribe the scope and limitations of an activity or area of knowledge, procedures, rules, policies, and including the deadline for completion of the mandate to be followed.

**Third Party:** Relating to a person or organization besides the two primarily involved in a situation.

**Trademark:** A symbol, word, or words legally registered or established by use as representing a company or product.

**Training:** Specific to a job being performed; therefore, it will be different for each position

**Unbiased Data:** the integrity of the data must be demonstrable, gathered from well distributed samples.

**Volunteer:** An individual who chooses to undertake a service or activity, not coerced or compelled to do this activity; who does the activity in service to an individual, organization or to assist the community; who does not receive a salary or wage for this service or activity.

**Voting Delegates:** Members of the National Board of Directors and Branch Presidents, or their designate, who make up the voting members at the National Annual General Meetings and Special General Meetings. Branch Voting Delegates, after consultation with their Branch Board, vote as the representative on behalf of their Branch.

**Vulnerable Persons / Vulnerable Sector:** A person who, because of their age, a disability, or other circumstances, whether temporary or permanent, is in a position of dependency on others or is otherwise at a greater risk than the general population of being harmed by a person in a position of trust or authority towards them.

**Volunteer Profile / Records:** Any medium that contains information that has been created or gathered as a result of any aspect of the involvement of volunteers.

**Web Analytics:** The measurement, collection, analysis and reporting of web data for purposes of understanding and optimizing web usage.

**Working Environment:** Any location in which employees and/or volunteers are engaged in Canadian Parents for French business activities necessary to perform their assignments. This includes, but is not limited to, Canadian Parents for French offices and external venues, formal or informal social events, and CPF related travel.

**Workplace Discrimination:** Denial of opportunity, through the differential treatment of an individual or group. It does not matter whether or not discrimination is intentional; it is the effect of the behavior that results in it being discriminatory. Discrimination can occur based on any characteristic protected by applicable law, including:

- Race or ancestry;
- Color;
- Gender or gender identity;
- National or ethnic origin;
- Religion;
- Age;

- Physical or mental disability;
- Sexual orientation;
- Citizenship status;
- Gender identity and expression;
- Marital status (including single and same-sex partnership);
- Sex (including pregnancy and childbirth);
- Disability (broad range of physical and mental conditions)

**360-degree Feedback Process:** is a process through which feedback from an employee's subordinates, colleagues, supervisor(s) and other stakeholders as well as a self-evaluation by the employee themselves is gathered.