



**Boys & Girls Club  
of Leduc**

# Board Policy and Governance Manual

## **Contact Information**

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## **PURPOSE OF THE MANUAL**

This manual shall outline and clarify the roles, responsibilities and obligations of new and current board members to the Boys and Girls Club of Leduc. This manual shall be reviewed annually and referenced as needed, should questions occur regarding the good and appropriate governance of the organization. All members of the Boys and Girls Club Board of Directors agree to abide by the principles and practices outlined within this manual. All changes, edits and additions to this manual are subject to Board approval.

## **ORGANIZATIONAL GUIDING PRINCIPLES**

In our work with children, youth, families and communities, all Boys and Girls Clubs in Canada are guided by the following Mission and Core Values. They define us as a movement and are the standard against which all Boys and Girls Club services are measured. The Board of Directors, through annual resolution, agrees to operate in accordance with the Boys and Girls Clubs of Canada's current mission, core values and operating standards.

### **Mission**

Our mission is to provide a safe, supportive place where children and youth can experience new opportunities, overcome barriers, build positive relationships and develop confidence and skills for life.

### **Core Values**

#### **Belong**

We welcome everyone in a safe, accepting environment based on belonging and positive relationships.

#### **Respect**

We ensure that everyone – children, youth, families, volunteers, staff – is heard, respected, valued and treated fairly.

#### **Encourage and Support**

We encourage and support every child and youth to play, learn and grow to achieve their dreams.

#### **Work Together**

We work together with young people, families, volunteers, our communities and government.

#### **Speak Out**

We speak out with children, youth and families so that we can make our world better.

## **BOARD OF DIRECTORS OVERVIEW**

## **Purpose of the Board**

The purpose of the Board of Directors is to represent the membership and to direct the Club to meet the mission and mandate for the members and community within the available resources. The Board of Directors is the legal entity and authority for the Club. The Board provides oversight, leadership, direction and sets policy to ensure that the Club can fulfill the mission, mandate and strategic plan.

## **Principles of Governance**

The role of the Board is to articulate and communicate the mission and values. The Board defines the parameters within which the Club operates.

The Board is a corporate body – individual members (including the chair) and committees do not have the authority to direct the activities of the staff.

- The Board speaks with one voice, reflecting directions and decisions made at board meetings.
- The Board speaks through motion.
- The Board speaks by approving policy and monitoring the impact of policy.
- The Board has only one employee (Executive Director) and leaves the management of the organization to this employee.

## **Board Structure**

The structure of the Board is defined by the legislation under which it is incorporated, any special purposes legislation governing its mandate, the by-laws, and governance policies enacted under the authority of the bylaws. For specifics, please refer to *Appendix A: Boys and Girls Club of Leduc Bylaws*

## **Board of Directors Meetings**

The Board of Directors meets monthly. Unless otherwise determined, Board Meetings are held on the third Wednesday of each month, at 7:00 pm at the Boys and Girls Club of Leduc.

## **Committees**

There are currently no standing committees of the Board. However, Ad hoc committees or working groups may be established by the Board from time to time to carry out certain tasks or make recommendations to the Board on specific issues. Ad hoc committees should be automatically disbanded by Board motion when the task is completed or no

longer relevant. Terms of Reference outlining committee membership, mandate and procedures are required for all committees. The Board Chair and Executive Director are exofficio members of all committees.

## **BOARD OF DIRECTORS COMPOSITION AND REQUIREMENTS**

### **Board Member Recruitment:**

- Board Recruitment is a joint responsibility of current members of the Board of Directors and the Executive Director.
- Board Recruitment is an ongoing responsibility, until such time as the Board of Directors reaches a full composition.
- Board Members will be chosen based on their individual ability to contribute to the meeting of the mission and mandate of the organization. When possible, specific skills and/or occupations will be targeted for Board Membership based on current organizational need.
- Whenever possible and appropriate, outgoing members of the board (in good standing) shall endeavor to fill the board position which they are vacating by recruiting an alternative with the skills necessary to fill their absence.
- Prior to being considered for appointment to the Board, all prospective Board Members shall attend a minimum of two (2) board meetings, plus meet individually with the Board President and Executive Director.

### **Board Member Selection:**

- Members of the Organization shall elect the Board of Directors at the Annual General Meeting.
- The election of Director(s) shall be by show of hands.
- In case of a tie between two candidates, the names shall be submitted to a second ballot.
- At each subsequent Annual General Meeting, Directors shall be elected to replace those whose term of office has expired.
- In the event of a vacancy occurring on the Board of Directors, the Board may appoint a qualified person to fill the vacancy until the next Annual General Meeting. The Director's term of office will be from election until the next Annual General Meeting.

### **Board Member Orientation:**

All new Directors will be provided with an orientation upon selection. This orientation will be conducted by the Board President and will include:

- A review of the relevant history of the Club and its Board.
- A discussion of Board Member Roles and Responsibilities.
- A joint review of the Board Manual and all Appendixes.
- The provision of a copy of the Boys and Girls Club of Leduc Board Manual, Policies and Procedures Manual, and Strategic Plan.
- Completion of *Appendix B: Volunteer Registration Form*

- A review and signing of all Appendixes included in the Board Manual,

### **Board Member Mentorship:**

Experienced Board Members will be considered mentors for new Board Members. The President will assign a mentor to each new Board Member.

The Mentor Board members will:

- Provide contact information to the new Board Member.
- Spend a few minutes after each Board meeting to clarify and answer questions the new Board Member may have.
- Help encourage new Board Members to express their opinions in Board discussions.
- Attend Club events with new Board Member.

### **Criminal Reference Checks**

The Boys and Girls Club of Leduc is committed to recruiting individuals with the personal and professional qualifications necessary to ensure quality and accountable service. Therefore, criminal record checks are a part of the recruitment and screening process for all prospective Board Members.

The engagement of a Board Member will be conditional not only upon professional screening, but also upon the outcome of a venerable sector criminal records check. The prospective Board Member will provide the Executive Director with a RCMP Criminal Record Information Screening as well as a Government of Alberta Intervention Record Check (specific to vulnerable persons). Board appointments will not be made official until these two screenings are provided to the Executive Director and the results meet his/her satisfaction.

The cost of a criminal reference check for the prospective Board member shall be borne by Boys and Girls Club of Leduc.

## **BOARD MEMBER CONDUCT AND BEHAVIOUR**

All Board Members are expected to act in a manner that is befitting their position as representatives of the Boys and Girls Club of Leduc. As such, the following provisions have been put in place to protect the organization from harm and outline incidences and that are considered have been determined by the organization as inappropriate.

### **Upholding of Confidentiality**

Respect for confidentiality is the cornerstone of trust and confidence as well as a legislated obligation. Board members must at all times respect the confidentiality of any

client names and/or circumstances that might identify clients. Similarly, all matters dealt with by the Board during in-camera meetings and matters related to personnel must be held in strictest confidence. Confidentiality means Directors may not relate such matters to anyone including immediate family members. The duty of confidentiality continues indefinitely after a Director has left the Board.

Due to the importance of maintaining strict confidentiality, all Board Members will be required to sign and abide by the *Appendix C: Confidentiality Agreement*.

## **Code of Conduct**

The Board expects of itself and its members ethical and businesslike conduct. This commitment includes proper use of authority and appropriate decorum in-group and individual behavior when acting as directors.

1. Directors must represent unconflicted loyalty to the interests of the organization.
  - This accountability supersedes any conflicting loyalty such as that to external advocacy or interest groups and membership within other Boards and Organizations.
  - This accountability supersedes the personal interest of any director acting as an individual consumer of this agency's services.
  
2. Directors may not attempt to exercise individual authority over the organization except as explicitly set forth in Board information.
  - Directors' interaction with the Executive Director or with staff must recognize the lack of authority in any individual director or group of directors except as noted above.
  - Directors' interaction with the public, press or other entities must recognize the same limitation and the similar inability of any director or directors to speak for the Board.
  - Directors maintains a primary focus on governance matters and does not interfere in the daily administration of the organization
  - Directors will make no judgments of the Executive Director or staff performance except as that performance is assessed against explicit Board policies by the official process.
  
3. Directors must not participate in unethical behavior. Directors will deal with outside entities or individuals, with clients and staff and with each other in a manner reflecting fairness, ethics and straightforward communication. This includes (but is not limited to):
  - Board Members will not be party to the intent or appearance of unethical or compromising practices in its business relationships.
  - Harassment or discrimination
  - Causing physical harm to another person.
  - Disorderly, immoral, or indecent conduct.

- Theft, including physical and intellectual properties.
- Dishonest, illegal or improper business activities.

All Board Members must sign and abide by the *Appendix D: Code of Conduct for Volunteer Board Members*.

### **Conflict of Interest**

For Board members of nonprofit organizations, conflicts of interest occur whenever a director acts in a position of authority on an issue in which they have financial or other interests. In other words, when there is a dual interest or the appearance of a dual interest for any board member, the potential for a conflict of interest exists. For example, directors of agencies could be in conflict of interest if they offer services to the organization on whose Board they serve even if the charge for these services is at or below the market value. Similarly, if a Board member contemplates purchasing or leasing property that the organization may wish to purchase, the Board member may be placed in a conflict of interest situation.

In cases of potential conflict of interest, directors must act to preserve and enhance public trust in the organization by putting the interests of the organization ahead of all other business and personal interests. In addition to the public's sensitivity to self-dealing, activities which appear to have a conflict of interest can be the basis for lawsuits against the Directors and officers.

When Directors are confronted with an actual or apparent conflict of interest, there are reasonable steps that the organization can take to preserve its integrity. Directors need not be disqualified from Boards simply due to conflicts of interest. Perhaps the most important step is for Board members to disclose information related to the possibility of dual interests to others on the Board. Minimally, the director needs to inform the Board of the important facts and details and must abstain from voting on the transaction. These actions should be recorded in the minutes to document the disclosure.

In the interest of ensuring no conflicts of interest willful occur, all Board Members must sign and abide by *Appendix E: Conflict of Interest Policy*.

### **CONSEQUENCE OF BOARD MEMBER MISCONDUCT**

Board Members who fail to comply with the standards and practices of the organization may face disciplinary procedures. All matters related to Board Member perceived misconduct must be brought to the attention of the Board President. If the conduct of the Board President is in question, this must be brought to the attention of the Vice President. This matter will then be discussed and resolved by a simple majority decision at a regularly scheduled meeting of the Board.

In cases of serious misconduct, any Member of the Board may be removed for cause which the Board may deem reasonable, through the following process:

- A formal motion for removal must be made by a Director in good standing.
- The Board shall convene to determine if a Board Member's removal is warranted.
- The individual for whom removal has been petitioned shall have the right to be present and heard at this meeting of the Board. Upon an agreement of seventy-five percent (75%) of the Board, the individual may be removed from Directorship upon completion of the hearing.
- If a Member of the Board is charged with a criminal offence, he or she must immediately step down until the case has been resolved. If the Director is found not guilty, he or she may be reinstated upon approval from the Board.

## **BOARD ROLES AND RESPONSIBILITIES**

The Board as a whole is responsible to the membership and those government and individual or corporate donors who provide funds for the operation of the Corporation. The Board is also accountable, in a more general sense, to exercise good stewardship of the Corporation on behalf of the trust placed in it by the general public, consumers, staff, volunteers and other stakeholders. Board members have no authority to act or give direction individually other than in such manner as is approved in these policies or by resolution of the Board. The Board may delegate authority to an individual Director or officer or employee or member of a committee; however the Board retains ultimate responsibility and accountability. The Board will account to the Corporation's members, funders and other key stakeholders through annual and periodic reports on the activities and finances of the Corporation, annual audited financial statements, providing access to minutes of Board meetings (except in camera portions), receiving representations from and consulting with key stakeholders and generally operating in an open and transparent manner.

### **Responsibilities of the Board as a Whole**

Primary Board responsibilities generally fall within five general categories.

1. **Financial Governance:** The Board provides continuity for the management and administration of the organization's affairs through Financial Governance. Under Financial Governance, the Board designs and supports strategies for the long-term financial security of the Club by:
  - Reviewing and approving fundraising strategies
  - Reviewing and approving the budget
  - Regularly monitoring finances
  - Appointing an independent auditor to conduct an annual audit of the organization.
  - Ensure that the financial structure of the organization is adequate for its current needs and its long-range strategy.
  - Actively supporting and participating in organizational fundraising

2. **Policy Governance:** The Board establishes and implements the Club's purpose through Policy Governance. Under Policy Governance, the Board:

- Enacts its bylaws, then annually reviews the bylaws to ensure they accurately reflect the current needs of the Club.
- Defines the organization's mission and mandate.
- Sets out the governing style of the Board and then strictly abides by it.
- Prepares, monitors and updates board policies, including framework governance policies.
- Establishes the Club's overall direction through the development and approval of a Strategic Plan. This plan provides a tentative blueprint for the Corporation's direction and activities for the next three to five years based on a scan of internal and external factors that may bear on the resources and direction of the organization.
- Participates in the development of the organization's funding strategy.
- Review and approve policy and other recommendations received from the Board, its ad hoc committees and senior staff.
- Review and approve major actions such as capital expenditures and *significant* changes in programs and services.
- Ensure that the organization is in compliance with all issues related to risk management.
- Make sure that the organization's published reports accurately reflect the operating results and financial condition of the organization.
- Make sure that the Board and its committees are adequately and currently informed, through reports and other methods, of the condition of the organization and its operations.
- Participate in an annual review of the performance of the Board and take steps to improve its performance.

3. **Advocacy Governance:** The Board confirms the Club's identity within the community through Advocacy Governance. Under Advocacy Governance, the Board:

- Represents the Club's beliefs and values to the community, members, governments, foundations, corporations and funding agencies.
- Monitors government legislation and advises government officials on the impact of current and proposed policies.
- Provides accountability to the community.
- Through the AGM, reports to the membership on programs and services, legislation and future planning.
- Develops community awareness of the unique purpose of the Club.
- Participates in issue clarification and resolution.
- Plans and conducts the Annual General Meeting.

4. **Human Resources Management (as it pertains to the Executive Director *only*):** The Board supports the stability of the organization's operations through Human Resources Management. Under Human Resources Management, the Board will:
- Hire, monitor, advise, support, reward and, when necessary, release the Executive Director.
  - Participate in the annual performance review of the Executive Director and establish his or her compensation based on established processes, industry standards and individual performance.
  - Review the results achieved by the Executive Director as compared with the organization's philosophy, annual and long-range goals, and the performance of similar organizations.
5. **Risk Managements:** The Board ensures the continued health, safety and stability of the organization through Risk Management. Under Risk Management the Board will proactively plan to ensure that:
- Adequate insurance provisions are in place to protect the organization and board from potential liabilities.
  - Adequate contingency plans are in place to protect against reasonably anticipated crises.
  - Resources are sufficient to minimize risk to employees and volunteers
  - The organization is in compliance with statutory and regulatory requirements and have appropriate policies and procedures in place related to health and safety.
  - Critical transitional phases and events are handles appropriately. These include turnover in key positions in the board and senior management; rapid growth or decline in resources; and, issues of significant public controversy.

### **Responsibilities of the Board as Individual Members**

As a matter of practice you should diligently carry out the duties associated with being a director. This includes asking questions at each board meeting about areas of concern such as employee remittance, documenting matters discussed and decisions taken at board meetings, ensuring that the proper expertise is made available to the Corporation and the Board. Each Board member is expected to become an active participant in a body that functions effectively as a whole. In addition to assisting in the exercise of the major duties of the Board outlined above, members are responsible to exercise due diligence in the performance of their duties. They are responsible to:

- Be informed of the articles of incorporation and legislation under which the organization exists, its by-laws, mission, values, code of conduct, and policies as they pertain to the duties of a Board member.
- Keep generally informed about the activities of the Organization and the community, and general trends in the business in which it operates.

- Attend Board meetings regularly; serve on committees of the Board and contribute from personal, professional and life experience to the work of the Board.
- Exercise the same degree of care, diligence and skill that a reasonably prudent person would show in comparable circumstances.
- Offer their personal perspectives and opinions on issues that are the subject of board discussion and decision.
- Voice clearly and explicitly at the time a decision is being taken, any opposition to a decision being considered by the Board.
- Maintain solidarity with fellow directors in support of a decision that has been made in good faith in a legally constituted meeting, by directors in reasonably full possession of the facts.
- Ask the directors to review a decision, if he/she has reasonable grounds to believe that the Board has acted without full information or in a manner inconsistent with its fiduciary obligations, and, if still not satisfied after such review, ask that the matter be placed before the membership.
- Know and respect the distinction in the roles of Board and staff consistent with the principles underlying these governance policies.
- Exercise vigilance for and declare any apparent or real personal conflict of interest in accordance with the Corporation's By-laws and policies.
- Be committed to the work of the organization.
- Advocate for the organization in the community and represent the organization at community meetings if required.

### **Responsibilities of the Board Executive**

The Boys and Girls Club of Leduc Board will maintain four separate executive positions within the structure of the board itself; President, Vice President, Secretary and Treasurer. Members that hold these positions will be expected to fulfill duties over and above those expected of them as regular members of the Board of Directors. Please refer to *Appendix F: Board Member Executive Job Descriptions* for additional roles and responsibilities.

It is the expectation that Board Members are open to holding an Executive Board Position after two years of service.

### **Board Member Etiquette**

- Notify the President in advance if the Board member is unable to attend a Board meeting.
- Notify the President in advance of any reports the Board volunteer would like to bring to the Board's attention.
- Prepare reports, issues and policies as required.

- Read minutes and reports before the meeting. Identify errors and actions that were to be followed up.
- Participate in the maintaining of friendly, positive communication and working relationships.
- Develop working knowledge of meeting procedures.
- Keep Board and Club business and issues confidential.
- Act as an ambassador and speak positively of the Club to the public.

### **Board Self-Evaluation**

The Board of the Boys and Girls Club of Leduc strives to operate in a manner that is appropriate, effective and efficient. In order to ensure that these goals are continually being met, all members of the Board must participate in a Self-Evaluation process. This evaluation is conducted annually every September, with the Vice-President of the Board responsible for the distribution of the evaluation, as well as the collating and presentation of the results. Once the results have been reviewed, it is up to the Board as a whole incorporate any resulting changes, additions or suggestions.

Please refer to *Appendix G: Board Self Evaluation Questionnaire* for further details.

### **BOARD RELATIONS WITH STAFF**

Board and staff work co-operatively to carry out the objectives of the Organization. The board relies upon the ability, training, expertise and experience of staff to plan for and provide services within the organization's mandate.

Board and committee meetings are the generally recognized avenues for board and staff to think and plan together. The attendance of the Executive Director, or designate, at all meetings is essential to the effective work of the Board. Committees may advise the Board or the Executive Director but do not exercise authority over staff, and will ordinarily have no direct dealing with staff operations. Both Board and Committee members must know and respect the distinction between Board and Staff responsibilities.

Communications between Board and Staff, outside of meetings, shall be through the Executive Director. The Executive Director is the conduit through which all information and/or questions between Board and Staff must flow.

### **BOARD AND EXECUTIVE DIRECTOR RELATIONS**

The Board contracts with the Executive Director for the management and administration of the Organization. The Executive Director is responsible, within parameters established by the Board, for determining the methods by which the Board's directions and policies will be executed and the desired outcomes achieved.

The Executive Director is employed by the Board of Directors and is, therefore, responsible to the board as a whole rather than to individual members of the board. They are required to implement policies as determined by the Board and be consistent with the requirements of any legislation or regulations.

### **Executive Director's Responsibilities to the Board**

- Authorized to expend funds within the limits of the annual budget and operating plan approved by the board.
- Responsible for bringing to the attention of the board, the need for special and exceptional expenditures not included in the budget.
- Required to report to the board if it is not possible to operate within the limits of the budget approved by it.
- Expected to serve as an advisor to the board on policy and program issues which affect the services provided by the Organization.
- Required to provide the Board with the information it requires to govern effectively, make informed decisions and monitor the overall performance of the Organization in achievement of approved goals.
- Responsible for employing staff members within the classifications and salary ranges approved by the board. Board members should bear in mind that the staff are responsible to the Executive Director or to a person designated by him or her, not the board as a whole or any individual officer or director. In the supervision, direction and deployment of personnel, the Executive Director is governed by the documented personnel practices and procedures approved by the board.

### **Board's Responsibilities to the Executive Director**

The Board's job is generally confined to establishing broad policies for achievement of organizational objectives. To do this in an appropriate and effective manner, the Board will:

- Delegate responsibility for execution of board policies and overall operations of the organization to the Executive Director.
- Providing clear direction to the Executive Director (as a group, rather than individual directors) within the context of Board policies, and through the appropriate channels (Board Meetings).
- Provide the Executive Director with clear, complete, timely and appropriate information and communication.
- Allow the Executive Director to autonomously delegate responsibilities for the implementation of Board policies and directives to staff. The authority and accountability of staff derives from the authority and accountability of the Executive Director.
- Provide support, consultation and input to the Executive Director as required and requested.

- Have a clear understanding of the difference between governance and operations.

### **Appointment of the Executive Director**

Recruitment, selection and appointment of an Executive Director are among the most important responsibilities of the Board.

Appointment of an Executive Director requires the approval of an eighty percent (80%) majority of the incumbent directors. Ideally, an Executive Director's appointment should be made with the confidence of the full Board.

In the event that the Executive Director's performance is deficient or there is loss of confidence in the incumbent, the Board, as a whole, is responsible for ensuring, as amicably as possible, a termination of the relationship. Dismissal of the Executive Director shall require fifty-one percent (51%) of the full Board of Directors voting in favor of dismissal at a meeting duly called to consider such action.

### **Executive Director's Performance Evaluation**

The Executive Director is the sole official link between the Board of Directors and the organization that it governs. The responsibilities of the Executive Director lie in the exercise of delegated authority and compliance within parameters established by Board policy and directives. Consequently, the Executive Director's job contributions can be expressed as performance with respect to six components:

- a. Executive Director's Job Description
- b. Annual performance objectives negotiated with the Board through its Executive Committee.
- c. Organizational achievement of operating plan and corporate objectives.
- d. Organizational operation within the boundaries established in Board policies.
- e. Quality of relationship with senior staff.
- f. Quality of relationship with major community stakeholders.

The essence of the performance evaluation shall be results-focused rather than subjective or personality oriented. The annual evaluation will provide an over-all assessment of performance relative to this policy statement and its employment contract with the Executive Director.

### **Performance Appraisal Process**

The Executive Director's performance review process shall be conducted by the Board President, using an approved template. Using the parameters described above, the Board President will obtain input from fellow Board members, organizational staff and relevant

community stakeholders during the evaluation process. This information will become the basis of a written evaluation of the Executive Director's performance. The President will provide a summary of the performance review to the Board at its next meeting. The Board will meet in-camera, without the Executive Director, for the specific purpose of reviewing the performance evaluation.

The President will bring the results of this performance appraisal including specific areas of outstanding performance and any deficiencies in the performance of the Executive Director to his/her attention in writing. The President shall meet with the Executive Director alone or, at the request of either, with other Board Members to discuss the evaluation. The Executive Director shall be provided with a reasonable opportunity to redress any deficiencies in performance.

The President shall provide the Executive Director with more informal feedback on his/her performance on a regular basis as issues may arise and at least once midway between formal appraisals.

Appendix A:  
Boys and Girls Club of Leduc Bylaws

XXXXX INSERT XXXXX

Appendix B:  
Volunteer Registration Form

**Personal Information**

Surname:		Forenames:	
Birth Date:	(DD-MMM-YYYY)	Volunteer Interest:	<input type="checkbox"/> Board Member <input type="checkbox"/> Programs <input type="checkbox"/> Other _____ If Other is selected identify interest.
Address:		City:	
Province:		Postal Code:	
Home Phone:		Cell Phone:	
School:		Grade:	
Employer:		Position:	
e-mail Address:			
If you are 18 years or older you must supply a Vulnerable Sector Criminal Record Report from the RCMP and a Child Intervention Record Check from the Government of Alberta. A letter to have the fee for the report from the RCMP waived is attached for your use – ensure you present it to the local RCMP detachment when completing and submitting the Vulnerable Sector Criminal Record application.			

**Medical Information**

The Boys and Girls Club of Leduc required that all medical information be accurate and up to date as any concerns may have an impact on your ability to participate in some activities and/or programs that we provide. All information provided will be protected by law and only available to staff of the Boys and Girls Club of Leduc on an as required basis.

Medical Concerns	_____ _____ _____
Physical Limitations	_____ _____ _____
Allergies	_____ _____

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### Emergency Contact Information

Emergency Contact No. 1				Emergency Contact No. 2			
Name:				Name:			
Address:				Address:			
City:				City:			
Province:		Postal Code		Province:		Postal Code	
Employer:				Employer:			
Home Phone:				Home Phone:			
Work Phone:				Work Phone:			
Cell Phone:				Cell Phone:			

### Equipment and Supplies Assignment

Surname:				Forenames:			
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I agree that I have received the following items to effectively carryout my duties as a volunteer at the Boys and Girls Club of Leduc. I understand the items listed below must be returned in good working condition upon termination of my volunteer assignment.

Keys  Front Door: <input type="checkbox"/> Office: <input type="checkbox"/>  Master T201: <input type="checkbox"/>	Cell Phone:  Make: _____  Model: _____  Phone #: _____	Credit Card:  <input type="checkbox"/> MC <input type="checkbox"/> VISA <input type="checkbox"/> AE  No. _____  Secure Code: _____  PIN: _____
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T-Shirts:  Size: _____ No.: _____	Other: _____ _____ _____
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**Appendix C:  
Boys and Girls Club of Leduc Confidentiality Agreement**

This agreement made the \_\_\_\_ day of \_\_\_\_\_, 20\_\_.

BETWEEN: Boys and Girls Club of Leduc  
(hereinafter called “the agency”)

AND

\_\_\_\_\_  
(hereinafter called “the individual”)

1. Definitions

Individual means employee, contracted individual, Board Member, Committee Member or volunteer.

2. Acknowledgements

2.1. The individual acknowledges that the agency’s services are specialized, and the documents and information regarding the agency’s, methods of operations, clients’, clients’ families, employees, contracted individuals, programs, intellectual property, suppliers, funders and financial information are highly confidential and constitute confidential information.

2.2. The individual acknowledges that during their involvement they will be exposed to and have an opportunity to learn about the organization’s confidential information including its’ operations, intellectual property, methods of doing business, program development, clients, clients’ families, employees, contracted individuals, volunteers, funders and finances which is to remain confidential.

3. Confidential Information

3.1. Certain information related to the business of the agency is considered by the agency to be its’ proprietary confidential information. The confidential information includes, but is not limited to:

3.1.1. Clients names, personal affairs, individual program plans, phone numbers, addresses and history.

3.1.2. Clients personal affairs, history, phone numbers and addresses.

3.1.3. Suppliers’ or contracted individuals’ names, specifications, rates and contents of all agreements with them.

3.1.4. Personnel information regarding employees and volunteers, including names, contents of their files and applicable employee remuneration and benefit policies.

3.1.5. Written materials developed and used by the agency in its’ operations.

3.1.6. Information concerning the agency’s business management, financial management and financial status. This includes without limitation, the financial records, as well as costing and pricing information on services provided by the agency.

3.1.7. Information which the individual acquires respecting any process, plan, research, equipment, products, services or method of doing business, discovered, developed or being developed or used by or known to the agency during the course of their involvement with the agency.

3.1.8. Information contained on computer databases or other computer records and any computer passwords or security access information used by the individual at any time and for any reason in the course of their involvement with the agency.

I, hereby agree not to divulge any information or records concerning any Boys and Girls Club of Leduc program participant, volunteers and their families/family circumstances without proper authorization in accordance with Provincial and Federal law and interagency agreement(s). I recognize that any discussion of or release of information concerning a participant, volunteer and their families/family circumstances to any unauthorized person is forbidden and may be grounds for legal and/or disciplinary action. Unauthorized persons, includes anyone not associated with the Boys and Girls Club of Leduc, as well as previous staff or volunteers.

I accept this Oath of Confidentiality and fully understand any breach of Confidentiality may expose me to civil/criminal liability and/or monetary fine under the Alberta FOIP Act.

## Appendix D: Code of Conduct for Volunteer Board Members

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

1. Board members must be loyal to the interests of the organization over and above any:
  - a. Loyalty to advocacy or interest groups, and membership on other boards or staffs. Personal interest of any board member acting as an individual consumer of this organization's services.
2. Board members are trustees of public confidence and securities. They must avoid any conflict of interest.
  - a. There must be no self-dealing or any conduct of private business or personal services between any board member and the society. Exceptions can occur only when there is openness, competitive opportunity and equal access to information.
  - b. Board members must not use their positions to obtain employment within the society for themselves or their family members.
  - c. If a board member is considered for employment, he or she must temporarily withdraw from deliberation, voting and access to applicable society information.
3. Board members must not exert any individual authority over the society except as stated in the society's policies.
  - a. Individual board members do not have any authority to speak for the society when they interact with staff, the public, the media and other entities unless granted this authority by the whole board.
  - b. Board members must not make any judgments of staff performance except as stated in policy.
4. Board members must protect the confidentiality of any information received by the board. They must make sure all confidential information is only used as authorized. Board members must not use board information for his/her personal advantage or benefit.

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

Board Member Name: _____	Date:
Signature: _____	
Executive Director Signature: _____	Date:

**Appendix E:  
Boys and Girls Club of Leduc Board of Directors  
Conflict of Interest Policy**

For the sake of this policy, a *conflict of interest* refers to circumstances where a member of a Boys and Girls Club of Leduc board and/or committee has a private interest that may conflict with or appear to conflict with the interests of the organization. A conflict of interest may occur when a person has an interest in or association with, a private interest that may wish to gain benefit from the organization. The benefits may be gained in the following ways:

- I. The purchase of goods or services;
- II. The planning of construction of facilities;
- III. The selection of vendors;
- IV. The awarding of contracts.

An interest in or association with a private interest may be direct or indirect. The board or committee member must declare any conflict of interest or possible conflict of interest as soon as she or he knows about the conflict. That conflict may be expressed to the President, Vice President or Executive Director of the organization. It may also be disclosed during regular board meetings. If a member of the board or committee expresses a conflict of interest or a possible conflict of interest, she or he will immediately withdraw from any current or future discussion of the matter within the confines of organizational business. He or she will also withdraw from any voting occurrences in respect to the conflicted matters. If any member of the board is found to be in conflict of interest that was not declared (either intentionally or unintentionally), they will be subject to disciplinary action as determined by the board.

Board Member Name: _____	Date:
Signature: _____	
Executive Director Signature: _____	Date:

## Appendix F: Board Member Executive Job Descriptions

### President

Term is TWO (2) years from A.G.M. to A.G.M. with elections being held for this position on an even year.

The President shall:

- Chair the A.G.M.as well as any and all meeting of the Boys & Girls Club Board of Directors.
- Prepare the Agenda for all meetings of the organization.
- Review and sign documents as required, with appropriate back-up documentation. (grant applications, AGLC, cheques)
- Make reports and recommendations to the Board of Directors and the Organization.
- Represent the organization at media related affairs.
- Make recommendations for future Board of Director members
- Working in conjunction with the Executive director, address complaints from the public and organizational staff (once proper channels have been followed)
- Ensure succession planning.
- Be the primary liaison between the Executive Director and the Board.
- Review and approve the agenda for the Board general meeting.
- Review and approve the meeting minutes from the Board general meeting
- Hold meetings with the Executive Director monthly to discuss any and all issues regarding the club.
- Perform an annual Performance Review of the Executive Director
- Call Special Meetings.

**Vice President**

Term is TWO (2) years from A.G.M. to A.G.M and is to be held by the outgoing President. If the Past President is unable to preside, then a Vice President is to be elected by the Board of Directors.

The Vice President shall:

- Perform the duties of the President in his/her absence.
- Assist the President with the overseeing of the Organization.
- Perform a yearly Evaluation of the Board of Directors and present the result to the Board.

**Secretary**

Term is TWO (2) years from A.G.M. to A.G.M. with elections being held for this position on an even year.

The Secretary shall:

- Take meeting minutes during regular Board meetings, as well as at the A.G.M. and
- Electronically distribute minutes to all Board members (at least one week prior) and submit for approval at the next scheduled Board Meeting.
- Ensure that an adequate archive of all meeting minutes is kept so that it may be reviewed if necessary.

**Treasurer**

Term is TWO (2) years from A.G.M. to A.G.M. with elections being held for this position on an odd year.

The Treasurer shall:

- Review bank statements and credit card statements and reconcile both documents.
- Review bank deposits.
- Review and sign cheques with back-up documentation.

- Keep and maintain records of Profit and Loss as well as Account Balance Statements.
- Arrange and assist with documents needed for yearly audit with accredited Accountant.
- Bring forth the name(s) of the accredited Accountant to be voted and approved on/of at the yearly A.G.M.
- Present comprehensive financial statement and audit findings at the A.G.M.

**Appendix G:  
Board Self-Evaluation**

Name \_\_\_\_\_

For period from \_\_\_\_\_ to \_\_\_\_\_

Questions should be answered by all board members. When completed individually the results of Sections A, B and C should be compiled, shared and discussed by the whole board to determine an average group answer to each question and an overall section rating. Section D should be answered by board members alone but not shared with the group. Sections A, B and C should also be completed by the **Executive Director**. This questionnaire also includes Section E, which provides feedback to the Chair of the Board.

*Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).*

**A. How Well Has the Board Done Its Job?**

1. Our organization operates with a strategic plan or a set of measurable goals and priorities.

1    2    3    4    5

2. The board's regular meeting agenda items reflects our strategic plan or priorities.

1    2    3    4    5

3. The board has created or reviewed, in this period, some key governance job descriptions (e.g board chair, directors and committees)

1    2    3    4    5

4. The board gives direction to staff on how to achieve the goals by setting, referring to, or revising policies.

1    2    3    4    5

5. The board has identified and reviewed the organization's relationship with each of its key stakeholders

1    2    3    4    5

6. The board has ensured that the organization's accomplishments and challenges have been communicated to key stakeholders .

1    2    3    4    5

7. The board has ensured that stakeholders have received reports on how our organization has used its financial and human resources.

1    2    3    4    5

My overall rating (add together the total of the numbers circled):

Excellent (30-24)    Satisfactory (23-19)    Poor (18- 6)

### **B. How Well Has the Board Conducted Itself?**

*Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).*

1. As board members we are aware of what is expected of us.

1    2    3    4    5

2. The agenda of board meetings are well planned so that we are able to get through all necessary board business.

1    2    3    4    5

3. It seems like most board members come to meetings prepared.

1    2    3    4    5

4. We receive written reports to the board in advance of our meetings.

1    2    3    4    5

5. All board members participate in important board discussions.

1    2    3    4    5

6. We do a good job encouraging and dealing with different points of view.

1    2    3    4    5

7. We all support the decisions we make.

1    2    3    4    5

8. The board assesses its composition and strengths in advance of recruiting new board members.

1    2    3    4    5

9. The board assumes much of the responsibility for director recruitment and orientation

1    2    3    4    5

10. Board members have some interaction with external stakeholders at board meetings (e.g as guests) or between meetings

1    2    3    4    5

11. Our board meetings are always interesting.

1    2    3    4    5

12. Our board meetings are frequently fun.

1    2    3    4    5

My overall rating:(add together the total of the numbers circled)

Excellent (60- 50)     Satisfactory (49-35)     Poor (34-12)

### C. Board's Relationship with Executive Director

*Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).*

1. There is a clear understanding on most matters where the board's role ends and the executive director's begins.

1    2    3    4    5

2. There is good two-way communication between the board and the executive director.

1    2    3    4    5

3. The board trusts the judgment of the executive director .

1   2   3   4   5

4. The board provides direction to the executive director by setting and reviewing policies.

1   2   3   4   5

5. The board has discussed and communicated the kinds of information and level of detail it requires from the executive director.

1   2   3   4   5

6. The board has developed formal criteria and a process for evaluating the executive director

1   2   3   4   5

7. The board, or a committee of the board, has formally evaluated the executive director within the past 12 months.

1   2   3   4   5

8. The board evaluates the executive director primarily on the accomplishment of the organization's strategic goals and priorities and adherence to policy.

1   2   3   4   5

9. The board provides feedback and shows its appreciation to the executive director on a regular basis.

1   2   3   4   5

10. The board ensures that the Executive Director is able to take advantage of professional development opportunities.

1   2   3   4   5

My overall rating: (add together the total of the numbers circled)

Excellent (40+)

Satisfactory (28-39)

Poor (11-27)

**D. My Performance as an Individual Board Member (Not to be shared)**

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

1. I am aware of what is expected of me as a board member.

1    2    3    4    5

2. I have a good record of meeting attendance.

1    2    3    4    5

3. I read the minutes, reports and other materials in advance of our board meetings.

1    2    3    4    5

4. I am familiar with what is in the organization's by-laws and governing policies

1    2    3    4    5

5. I frequently encourage other board members to express their opinions at board meetings.

1    2    3    4    5

6. I am encouraged by other board members to express my opinions at board meetings.

1    2    3    4    5

7. I am a good listener at board meetings.

1    2    3    4    5

8. I follow through on things I have said I would do.

1    2    3    4    5

9. I maintain the confidentiality of all board decisions.

1    2    3    4    5

10. When I have a different opinion than the majority, I raise it.

1 2 3 4 5

11. I support board decisions once they are made even if I do not agree with them.

1 2 3 4 5

12. I promote the work of our organization in the community whenever I had a chance to do so.

1 2 3 4 5

13. I stay informed about issues relevant to our mission and bring information to the attention of the board.

1 2 3 4 5

My overall rating: (add together the total of the numbers circled)

Excellent (40+)       Satisfactory (28-39)       Poor (11-27)

**E. Feedback to the Chair of the Board (Optional)**

*Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).*

1. The chair is well prepared for board meetings.

1 2 3 4 5

2. The chair helps the board stick to the agenda.

1 2 3 4 5

3. The chair tries hard to ensure that every board member has an opportunity to be heard.

1 2 3 4 5

4. The chair is skilled at managing different points of view.

1 2 3 4 5

5. The chair has demonstrates versatility in facilitating board discussions.

1   2   3   4   5

6. The chair knows how to be direct with an individual board member when their behaviour needs to change.

1   2   3   4   5

7. The chair helps the board work well together.

1   2   3   4   5

8. The chair demonstrates good listening skills.

1   2   3   4   5

9. The board supports the chair.

1   2   3   4   5

10. The chair is effective in delegating responsibility amongst board members.

1   2   3   4   5

11. The chair ensures the board is aware of his/her organizational activities outside of our board meetings

1   2   3   4   5

My overall rating: (add together the total of the numbers circled)

Excellent (40+)

Satisfactory (28-39)

Poor (11-27)