

CPF Canadian Parents for French  
*Alberta Branch*

# **POLICY MANUAL**

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**CPF** *Canadian Parents for French*  
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POLICY TYPE: Governance	POLICY NUMBER: 100
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: October 21, 2011	DATE LAST MODIFIED: October 21, 2011

**Relationship of the Board of Directors to the Membership**

The Board of Directors acts in trusteeship on behalf of the membership, and serves as the legitimizing connection between the total community and the organisation. Therefore, it will govern with one voice through written policies with an emphasis on ends rather than means.

The job of the board is to achieve the purpose of the organization in a prudent and ethical way.

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POLICY TYPE: Governance	POLICY NUMBER: 101
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: October 21, 2011	DATE LAST MODIFIED: October 21, 2011

**Governing Manner and Style**

The Board of Directors will govern with a style that emphasizes:

- outward perspective rather than internal preoccupation
- encouragement of diversity of view points
- strategic leadership more than administrative detail
- a clear distinction between the board's and the Executive Director's roles
- collective rather than individual decisions
- the future rather than the past or present, and
- proactivity rather than reactivity.

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POLICY TYPE: Governance	POLICY NUMBER: 111
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: October 21, 2011	DATE LAST MODIFIED: October 21, 2011

### **Board of Directors**

It is the responsibility of the Board of Directors to:

- uphold the bylaws
- ensure that resolutions passed by the membership are carried out
- set policies which reflect the purpose of the organization and monitor activities to ensure compliance with those policies
- seek the funds necessary to carry out the organization's activities
- monitor the expenditure of funds
- ensure organizational continuity

While specific tasks involved in carrying out both the programs and administration of the organization may be delegated, it is the responsibility of the board to choose carefully those to whom they delegate, provide clear direction, monitor activities, appraise performance, and evaluate results.

Specifically with regard to finances, while the personal liability of each board member is protected by incorporation, there are penalties in law for negligence of duty, for not taking reasonable care in overseeing the activities of the organization. In addition, there is an ethical and moral responsibility to ensure that resources are used in the most efficient manner possible.

Members of the board are accountable primarily to the membership at large, but also to any external funding agencies and to the Alberta Department of Consumer and Corporate Affairs, under which CPF Alberta is incorporated, and to the Canada Revenue Agency, from which it derives its charitable registration.

Each board member must:

- be a member of Canadian Parents for French
- be an active and committed participant in the affairs of the organization
- be prepared for and involved at board meetings
- be regular and punctual at all board meetings; if unable to attend, give early notice to the President
- keep informed about the background of issues in order to discuss them responsibly
- acquire and maintain a clear understanding of the organization's financial position
- be willing to take an active role on one or more board committees
- know and maintain the lines of communication

- participate energetically in recruiting new board members
- support and participate in fundraising
- maintain board business confidentiality re items discussed *in camera*
- contribute to the annual report
- keep files up-to-date and hand over all documents to his/her successor promptly and in good condition.

*References:* CPF Alberta bylaws 3.3(b), 6.3, 6.4, 6.5

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POLICY TYPE: Governance	POLICY NUMBER: 115
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: October 21, 2011	DATE LAST MODIFIED: October 21, 2011

### **Code of Conduct**

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

1. Members of the Board of Directors must represent unconflicted loyalty to the interests of the organization. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the organization's services.
2. Board members must avoid conflict of interest with respect to their fiduciary responsibility.
  - i. There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to ensure openness, competitive opportunity, and equal access to inside information.
  - ii. Board members must not use their positions to obtain employment for themselves, family members, or close associates. Should a Board member desire employment within the organization, he or she must first resign.
  - iii. Board members will annually disclose their involvements with other organizations, consultants, partners, or any other associations that might produce a real, potential, or apparent conflict.
  - iv. Board members must not place themselves or have the appearance of placing themselves in the position of participating in decision-making at the municipal/chapter or national level of Canadian Parents for French which influences decisions at the chapter/national level and vice versa.
  - v. When the Board is to decide upon an issue about which a Board member has an unavoidable conflict of interest, that Board member shall absent herself or himself without comment not only from the vote but also from the deliberation
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
  - i. Board members' interaction with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.

- ii. Board members' interactions with the public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
  - iii. Board members will give no consequence or voice to individual judgments of Executive Director or staff performance, relying instead on monitoring data as described in Policy 990 and Annex C.
4. Board members will respect the confidentiality appropriate to issues of a sensitive nature.

*References:* CPF Alberta bylaws 5.4, 6.3, 6.13.d

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POLICY TYPE: Governance	POLICY NUMBER: 121
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: October 21, 2011	DATE LAST MODIFIED: October 21, 2011

### **President**

The role of the President is to:

1. be the official spokesperson for Canadian Parents for French, Alberta Branch
2. preside at and establish the agenda for all Annual and Special General Meetings and meetings of the Board of Directors
3. be an *ex officio* member of all committees except the Nominations Committee
4. maintain regular contact with board members and committee chairs
5. present to the Annual General Meeting on behalf of the Board of Directors an annual report concerning the affairs of the organization
6. keep the Vice President informed of all concerns and activities
7. be responsible for coordinating regular evaluations of Executive Director
8. serve as Branch Delegate at Annual and Special General Meetings of Canadian Parents for French.

*References:* CPF Alberta bylaws 5.1, 6.6, 6.10, 7.1  
CPF Alberta policies 122, 990

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POLICY TYPE: Governance	POLICY NUMBER: 122
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: October 21, 2011	DATE LAST MODIFIED: October 21, 2011

**Vice President**

The Vice President:

1. works closely with the President, keeping fully informed of Canadian Parents for French and CPF Alberta policies and programs
2. chairs meetings and assumes other presidential duties in the absence of the President
3. assumes any other tasks that may be assigned from time to time by the Board of Directors.

*References:* CPF Alberta bylaw 5.1

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POLICY TYPE: Governance	POLICY NUMBER: 123
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: October 21, 2011	DATE LAST MODIFIED: October 21, 2011

**Treasurer**

The Treasurer shall:

1. ensure that financial records are being maintained in a timely fashion
2. ensure that up-to-date financial statements are prepared and presented to the Board of Directors as required by the bylaws
3. present the audited financial statements to the membership at the Annual General Meeting
4. assume any other tasks that may be assigned from time to time by the Board of Directors.

*References:* CPF Alberta bylaws 4.3(e), 6.12, 10.5

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POLICY TYPE: Governance	POLICY NUMBER: 124
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: October 21, 2011	DATE LAST MODIFIED: October 21, 2011

**Secretary**

The Secretary shall:

1. ensure that accurate minutes of all Annual and Special General Meetings and all meetings of the Board of Directors, including record of attendance, are prepared and circulated in a timely fashion
2. be responsible for the maintenance of the Minute Book
3. assume any other tasks that may be assigned from time to time by the Board of Directors.

In the absence of the President and Vice President, the Secretary calls a meeting to order and presides until the election of a chairman *pro tem*, which should take place immediately.

*References:* CPF Alberta bylaws 4.8, 6.11  
CPF Alberta policies 130

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POLICY TYPE: Governance	POLICY NUMBER: 130
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: January 15, 2011	DATE LAST MODIFIED: January 15, 2011

### **Board Meetings**

Meetings of the Board of Directors are for the single task of getting the board's job done. Only those issues which are within the board's chosen area of responsibility shall consume board time.

Meetings of the Board of Directors shall be at the call of the President, and shall be advertised at least 21 days in advance except in emergency situations, in which case discretion and common sense shall prevail.

The President will cause an agenda to be developed and circulated to all Directors in accordance with Policy 131.

Meetings will be conducted according to *Robert's Rules of Order*.

Meetings will start on time and Directors are expected to be present except where prior notice of a *force majeure* has been given to the President. Failure to attend three consecutive meetings or more than 50% of all meetings will result in cessation of Directorship.

Directors are obligated to prepare for meetings and to participate productively in discussion, always within the boundaries of discipline established by the Board of Directors. Lack of preparation on the part of individual Directors shall not impede the remaining members of the board from proceeding with a discussion, decision and action on any item.

Time frames shall be honoured. The Chair shall inform the meeting five minutes before the end of a time period to determine whether the meeting will extend the discussion on the agenda item and by what amount of time or will table the discussion on the agenda item.

Meetings will be open to CPF members except when an *in camera* session is announced by the Chair. *In camera* sessions will only be used in accordance with the following process:

- a. any Director may request an *in camera* session, but the reason must be stated in writing and submitted to the President prior to the meeting
- b. authority to declare the session *in camera* is vested in the Chair unless overridden by a simple majority vote
- c. when possible, announcement of the *in camera* session shall be noted on the published agenda
- d. the attendance at an *in camera* session of any individual other than a Director is at the discretion of the Board of Directors.

The Secretary shall liaise with the Executive Director to ensure that minutes of meetings of the Board of Directors are recorded, circulated as soon as possible after the meeting, and ratified at the following board meeting. In the interim, the intent of motions approved by the Board of Directors may be acted upon.

*References:* CPF Alberta bylaws 6.4 to 6.11, 6.13(i)  
CPF Alberta policies 124, 131

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POLICY TYPE: Governance	POLICY NUMBER: 131
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: January 15, 2011	DATE LAST MODIFIED: January 15, 2011

### **Board Meeting Agenda**

The Board of Directors is the sole authority over its own agenda.

An agenda shall be prepared in advance of each meeting of the Board of Directors as follows:

- a. At least 21 days prior to the scheduled meeting date, the President shall cause a draft agenda to be developed and circulated to all Directors (via email).
- b. No later than 14 days prior to the scheduled meeting date, Directors shall provide any comments and/or additional agenda items to the President.
- c. At least 7 days prior to the scheduled meeting date, the President shall cause a final agenda to be distributed to all Directors (via email).

Items for the agenda shall be accepted only if they are clearly consistent, from a provincial perspective, with the Goal of Canadian Parents for French, Alberta Branch.

All background information relating to agenda items shall be distributed for receipt at least 7 days in advance of the scheduled meeting date. Agenda items sent by email shall be identified as such within the subject line.

The agenda shall follow the following format and include the following items:

- Date, location, and time of the meeting
- Call to Order
- Internal Framework Items
  - ♦ Adoption of the agenda
  - ♦ Approval of previous minutes
  - ♦ Committee reports
- Planning Items
- National Items
- Legal/Financial
  - ♦ Presentation of Balance Sheet and Statement of Revenue & Expenses
- Executive Director's Report
- Adjournment

The agenda shall identify:

- a. time frames
- b. the Director responsible for each item
- c. purpose of agenda item (e.g., for receipt or decision)
- d. status of background information: emailed, mailed, available at meeting, etc.

*References:* CPF Alberta bylaws 0.1, 6.4 , 6.5, 6.7  
CPF Alberta policy 130

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POLICY TYPE: Governance	POLICY NUMBER: 140
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: June 15, 2011	DATE LAST MODIFIED: June 15, 2011

### **Committee Principles**

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

This policy applies to any group that is formed by board action, whether or not it is called a committee and regardless of whether the group includes any member of the Board of Directors. It does not apply to committees formed under the authority of the Executive Director.

1. Purpose of Board Committees

Board committees are to help the board do its job, not to advise the Executive Director or help the Executive Director do his/her job. Committees will assist the board chiefly by preparing policy alternatives and implications for board deliberation.

2. Committee Members

The Chair and members of Board Committees shall be appointed by the Board of Directors.

3. Limitation of Board Committees' Authority

Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Such authority will be carefully stated in order not to conflict with the provisions of Bylaw 6.5 or with authority delegated to the Executive Director.

4. Relationship of Board Committees to the Organization

- a. If a board committee is used to monitor organizational performance in a given area, the same committee will not have helped the board create policy in that area. This is to prevent committee identification with organizational parts rather than the whole.
- b. Committees will be used sparingly and ordinarily in an ad hoc capacity.
- c. The President is *ex officio* a member of all board committees except the Nominations Committee.
- d. The Executive Director is a member of all board committees but may neither vote nor serve as chair.

*References:* CPF Alberta bylaws 6.5, 8.1-8.3  
CPF Alberta policies 121, 141, 142

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POLICY TYPE: Governance	POLICY NUMBER: 141
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: June 15, 2011	DATE LAST MODIFIED: June 15, 2011

**Standing Committees of the Board of Directors**

The Standing Committees of the Board of Directors are the Nominations and the Bylaws Committees.

*References:* CPF Alberta bylaws 8.2 and 8.3  
CPF Alberta policy 140

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POLICY TYPE: Governance	POLICY NUMBER: 142
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: June 15, 2011	DATE LAST MODIFIED: June 15, 2011

**Ad Hoc Committees of the Board of Directors**

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

All other committees of Canadian Parents for French, Alberta Branch are operational committees under the authority of the Executive Director. Any board member who serves on such an operational committee does so as a volunteer and not as a Director.

*References:* CPF Alberta bylaws 6.5 and 8.1  
CPF Alberta policy 140

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POLICY TYPE: Governance	POLICY NUMBER: 144
DATE OF ADOPTION: September 28, 2011	
DATE LAST REVIEWED:	DATE LAST MODIFIED:

### **Nominations Committee**

The work of the Nominations Committee is essential to creating and maintaining a strong Board of Directors.

The members of the Nominations Committee shall be appointed no later than three months after the Annual General Meeting (AGM).

The Nominations Committee should include at least two current board members as well as at least one Voting Member who is not on the Board of Directors to add an additional perspective. The Chair of the Nominations Committee should be a board member with at least one year's experience on the Board of Directors.

The duties of the Nominations Committee are:

- to identify future Board needs, including but not limited to knowledge, experience, geographical representation
- to gather and to generate names of prospective Directors
- to research and to screen prospective Directors
- to circulate a list of nominees to CPF Alberta members at least thirty days before the AGM.

The Chair (or designate) also presents to the AGM the name of the Nominations Committee nominee for each position that is open for election in that year.

Individual board members contribute to board recruitment by:

- providing suggestions for prospective nominees
- cultivating prospective board members
- helping with recruitment activities as needed.

The Nominations Committee may also recommend to the board an individual to be appointed to fill any vacancy on the Board of Directors which may occur during a term of office.

*References:* CPF Alberta bylaws 5.2, 6.1, 6.2, 6.14, 8.3

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POLICY TYPE: Governance	POLICY NUMBER: 145
DATE OF ADOPTION: September 28, 2011	
DATE LAST REVIEWED:	DATE LAST MODIFIED:

### **Additional Nominations Procedure**

In addition to nominations made by the Nominations Committee, and in lieu of nominations from the floor at the Annual General Meeting, members of Canadian Parents for French, Alberta Branch may put forward nominations for the Board of Directors as follows:

- There are not already two board members from the nominee's chapter whose terms will both continue for the coming year.
- The nominee is a Voting Member.
- The nominee is not excluded from sitting on the board by the bylaw regarding Term of Office for board members.
- The nomination must be submitted by at least five Voting Members from at least two CPF chapters located in Alberta, and must include a letter from the nominee stating that s/he agrees to be nominated.
- The nomination must identify the position for which the member is being nominated.
- A member may not be nominated for more than one position in the same year.
- The nomination must be received by the CPF Alberta head office no later than July 30.

The Executive Director shall inform the Nominations Committee of any such nominations.

The Executive Director shall ensure that the names of such nominees are circulated to CPF Alberta members at least thirty days before the Annual General Meeting.

Notice of this procedure shall be available at all times on the website and announced in the winter newsletter.

*References:* CPF Alberta bylaws 3.3, 5.2, 6.1, 6.2, 8.3

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POLICY TYPE: Governance	POLICY NUMBER: 146
DATE OF ADOPTION: September 28, 2011	
DATE LAST REVIEWED:	DATE LAST MODIFIED:

### **Board Elections**

The Executive Director shall not fail to develop and provide to all members of the Board of Directors a written procedure for elections.

If there is only one nominee for a position on the Board of Directors, the President shall declare that individual elected by acclamation.

If there is more than one nominee for a board position, each nominee shall be given the opportunity to address the Annual General Meeting prior to the election for up to three minutes. The nominees for a position shall speak in alphabetical order by last name.

Voting shall be by secret ballot. The President shall appoint the Tellers to distribute, collect and count the ballots and to report the vote.

A majority of votes cast is required for election to a board position. If no one receives a majority, a second vote is held.

If a second or additional vote is necessary, the nominee with the lowest number of votes shall be dropped from the ballot. However, if at any time two Voting Members from any one chapter are elected to or continuing on the board, a nominee from that chapter is no longer eligible to be elected.

Unless there is a reason for the President to believe that a recount of the ballots may be requested, after all board positions are filled the President requests a motion from the floor to destroy the ballots.

*References:* CPF Alberta bylaw 4.3, 4.6, 6.1, 6.2

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POLICY TYPE: Governance	POLICY NUMBER: 170
DATE OF ADOPTION: December 15, 2001	
DATE LAST REVIEWED: October 21, 2011	DATE LAST MODIFIED: October 21, 2011

### **Policy Development**

Proposals for new policies and for amendments to current policies shall be presented to the Board of Directors in a format that clearly identifies the following:

- present policy when such exists
- proposed policy or proposed amendment(s)
- rationale for the proposed policy or for the proposed amendment(s)
- any other pertinent considerations.

Any proposed new policy or amendment to a current policy is a motion to be dealt with in accordance with the bylaws and policies regarding board meetings.

*References:* CPF Alberta bylaw 6.9  
CPF Alberta policies 130, 131

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POLICY TYPE: Governance	POLICY NUMBER: 180
DATE OF ADOPTION: December 15, 2002	
DATE LAST REVIEWED: January 15, 2011	DATE LAST MODIFIED: January 15, 2011

**Personal Expense Claims**

Canadian Parents for French, Alberta Branch shall reimburse all reasonable expenses incurred while in the performance of duly authorized CPF Alberta business by the Board of Directors, Officers, committee members, volunteer project coordinators, members, and any such individuals and for staff members.

Those carrying out authorized business shall be expected to exercise the same care in incurring expenses that a prudent person would exercise in conducting personal business.

Annually, the Board of Directors will review and establish appropriate expense rates and per diem amounts. Such expenses may include travel, accommodation, specified meals, photocopying, postage, stationery, telephone and/or any other approved expenses.

Claims for reimbursement of expenses must be submitted to the CPF Alberta head office within two (2) months of the expense being incurred. Whenever possible, all claims must be submitted in the current fiscal year (ending March 31).

*References:* CPF Alberta bylaw 10.1  
Expense rates annex

## Expense Rates Annex

DATE LAST REVIEWED: January 15, 2011      DATE LAST MODIFIED: January 15, 2011

### Transportation

- Mileage:      Volunteer:      \$0.42/km  
                 Staff:      \$0.50/km
- Train/Bus:      Per receipt
- Airfare:      Per receipt. Unused fares which are not refundable or redeemable will not be reimbursed.
- Taxi/Shuttle:      Per receipt
- Car rental:      Per receipt
- Parking:      Per receipt

### Meals

- Personal:      Breakfast:      Per receipt to a maximum of \$11  
                 Lunch: Per receipt to a maximum of \$13  
                 Dinner:      Per receipt to a maximum of \$26  
                 Daily maximum: \$50  
                 Rates are intended to be inclusive of taxes and tips.
- Networking:      The Board of Directors acknowledges that expenses incurred by Staff or Directors for duly authorized business and activities on behalf of CPF Alberta may reasonably exceed maximum rates and shall be reimbursed per receipt. The Board of Directors acknowledges that such expenses are subject to approval by the Executive Director or, for claims by the Executive Director, approval by another signing authority, in accordance with policy 180.

### Accommodation

- Hotel/Motel/B&B:      Per receipt, as authorized  
                 Expenses incurred due to late registrations shall be subject to review by the Board of Directors.
- Billeting:      Maximum of \$20/night

### Event/Conference Registration

- Per receipt, as approved by the Board of Directors

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POLICY TYPE: <b>Governance</b>	POLICY NUMBER: 190
DATE OF ADOPTION: December 15, 2002	
DATE LAST REVIEWED: February 7, 2010	DATE LAST MODIFIED: February 7, 2010

**Special Award for Friends of CPF Alberta and  
French-Second-Language Programs**

1. Purpose of this award:

The Board of Directors of Canadian Parents for French, Alberta Branch wishes to recognise an Albertan individual or organization that has contributed significantly to the goal of promoting and supporting educational opportunities for young Albertans to learn and use the French language.

2. Procedures:

- a. Nominations will be solicited through newsletters and other suitable methods.
- b. A nomination may be submitted by any CPF Alberta member or chapter.
- c. Each nomination must include the name and address of the candidate, detailed reasons for the nomination, and any relevant supporting documentation.
- d. Members of the current Board and CPF staff are not eligible to be nominated.
- e. The Board will review the nominations and will make decisions regarding the award.
- f. The award need not be presented if the Board does not receive a suitable nomination.
- g. The award may be presented to more than one individual or organisation in any year.
- h. All nominators will be informed of the status of their nominees prior to the Annual General Meeting.
- i. The recipient(s) of the award will be announced at the Annual General Meeting and in the *CPF Alberta News*, and the presentation will be made at an appropriate time by a member of the Board.
- j. All the award recipients will be acknowledged with a plaque to be displayed in the CPF Alberta office and at each AGM.

**CPF** *Canadian Parents for French*  
*Alberta Branch*

<b>POLICY TYPE: Governance</b>	POLICY NUMBER: 195
DATE OF ADOPTION: March 12, 2005	
DATE LAST REVIEWED: September 28, 2011	DATE LAST MODIFIED: September 28, 2011

### **Board Public and Media Relations**

The Board of Directors believes it is important to enhance public understanding and support of French-second-language learning through the media.

While the President is the official spokesperson for CPF Alberta, the choice of spokesperson for specific media interactions will be made by the President in consultation with the Executive Director.

News releases must be approved by the President prior to distribution and forwarded to the Board of Directors for information in a timely fashion.

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Ends	POLICY NUMBER: 200
DATE OF ADOPTION: October 3, 2008	
DATE LAST REVIEWED: June 15, 2011	DATE LAST MODIFIED: June 15, 2011

**Purpose of the Organization**

The purpose of Canadian Parents for French, Alberta Branch is to promote and support educational opportunities for young Albertans to learn and use French as a second or additional language.

*References:* CPF Alberta bylaw 0.1  
CPF Alberta policy 210

# CPF *Canadian Parents for French*

## *Alberta Branch*

POLICY TYPE: Ends	POLICY NUMBER: 210
DATE OF ADOPTION: October 3, 2008	
DATE LAST REVIEWED: June 15, 2011	DATE LAST MODIFIED: June 15, 2011

### **Link between the Purpose and Strategic Planning**

In pursuit of the purpose of Canadian Parents for French, Alberta Branch, the board will, from time to time and in consultation with the Executive Director, undertake strategic planning to select the focus areas and desired outcomes for a given period and to guide the annual allocation of resources to those ends.

This strategic planning will consider but is not limited to:

- the relevant Canadian Parents for French Ends Policy
- the CPF Position Statements
- the current CPF Pan-Canadian Strategic Plan
- the CPF Alberta members' interests and priorities (e.g., as expressed through resolutions passed at the CPF Alberta Annual General Meetings).

The current strategic plan shall be included with the policies as Annex B.

*References:* CPF policies ENDS 1.1 and Appendix D  
CPF Alberta policies 200 and Annexes A and B

# CPF *Canadian Parents for French* *Alberta Branch*

POLICY TYPE: Ends	POLICY NUMBER: 220
DATE OF ADOPTION: February 7, 2010	
DATE LAST REVIEWED:	DATE LAST MODIFIED:

## **Name and Visual Identity**

1. The form of the name for the branch is “Canadian Parents for French, Alberta Branch.” Only the full name of the branch or the abbreviation “CPF Alberta” may be used.
2. All publications in print or electronic form as well as branded materials will display the following logo (wordmark), which must appear at least once:

**CPF** *Canadian Parents for French*  
*Alberta Branch*

The logo may appear in black or in teal [PMS 3282 or CMYK (C-89, M-36, Y-48, K-0)].

3. When space permits, publications or branded materials may also include the Proud of Two Languages (POTL) image:



- a. The slogan “Proud of Two Languages / Nos deux langues, notre fierté” must appear in both English and French below the image.
  - b. The image may only appear in black or in teal [PMS 3282 or CMYK (C-89, M-36, Y-48, K-0)].
  - c. The bilingual slogan must appear in black.
4. When space permits, the website url “[www.cpfalta.ab.ca](http://www.cpfalta.ab.ca)” may also appear.
  5. Size and location will be dictated by space and design, but the size of the logo (wordmark) and POTL image should appear so that they are readily recognizable and so as to maintain the integrity of the logo or image.

*References:* CPF policies GOV 5, GOV 5.1 and ENDS 1.1.4

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Executive Limitations	POLICY NUMBER: 300
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: June 15, 2011	DATE LAST MODIFIED: June 15, 2011

**Executive Director Constraint**

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

*Reference:* CPF Alberta policy 200

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Executive Limitations	POLICY NUMBER: 301
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: June 15, 2011	DATE LAST MODIFIED: June 15, 2011

**Communication and Support to the Board**

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

Accordingly, the Executive Director shall not:

1. Neglect to submit monitoring data required by the board in an agreed-upon fashion.
2. Let the board be unaware of relevant trends, significant legal issues, anticipated adverse media coverage, or significant external and internal changes, particularly changes in the assumption(s) upon which any previous board decision was made.
3. Fail to advise the board if, in the Executive Director's opinion, the board is not in compliance with its own policies re Governance Process or Board - Executive Director Relationship.
4. Fail to deal with the board as a whole except when:
  - a. fulfilling individual requests for information
  - b. responding to Board Officers or committees duly charged by the board
  - c. briefing and advising Board Officers between meetings of the Board.
5. Fail to report in a timely manner any actual or anticipated non-compliance with any policy of the board.

*References:* CPF Alberta bylaws 10.4, 10.5

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Executive Limitations	POLICY NUMBER: 305
DATE OF ADOPTION: September 28, 2011	
DATE LAST REVIEWED:	DATE LAST MODIFIED:

**Administrative Clarity**

The Executive Director may not operate without:

1. procedures to assure operational/administrative continuity
2. operational policies and procedures known and available to employees.

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Executive Limitations	POLICY NUMBER: 306
DATE OF ADOPTION: September 28, 2011	
DATE LAST REVIEWED:	DATE LAST MODIFIED:

**Executive Director Emergency Succession**

The Executive Director shall not fail to ensure that senior level employees are informed and able to deal appropriately with board and executive level issues and processes.

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Executive Limitations	POLICY NUMBER: 310
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: January 15, 2011	DATE LAST MODIFIED: January 15, 2011

**Financial Planning and Condition**

With respect to the financial planning and actual ongoing condition of the financial health of Canadian Parents for French, Alberta Branch, the Executive Director shall not risk fiscal jeopardy or deviate materially from priorities as established by the Board of Directors or fail to derive the budget from a multi-year plan.

Accordingly, the Executive Director shall not:

1. cause or allow budgeting that contains too little information to permit:
  - a. an accurate projection of revenues, expenses and cash flow
  - b. separation of capital and operational items
  - c. disclosure of planning assumptions
  - d. an adequate audit trail
2. incur expenses in any fiscal year that exceed revenues received, unless there is reasonable certainty that revenues to cover any shortfall will be received within three (3) months
3. fail to allocate an appropriate amount for fiscal audits, board development and meetings of the Board of Directors
4. allow any funds received by the organization to be held in a manner that would fail to ensure benefit to the organization.

*References:* CPF Alberta bylaws 10.2, 10.3  
CPF Alberta policy 210

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Executive Limitations	POLICY NUMBER: 312
DATE OF ADOPTION: August 10, 2010	
DATE LAST REVIEWED:	DATE LAST MODIFIED:

**Banking**

The bylaws require that all payments be signed by at least one member of the Board of Directors, and the board policies assign responsibility to the Treasurer for general oversight of the branch finances. Because board members may reside anywhere in the province, it is necessary to establish procedures that allow these responsibilities to be carried out in a timely fashion while ensuring high standards of security and accountability.

Accordingly, the Executive Director shall not:

1. arrange for online banking services unless the institution can ensure:
  - a. industry standards for encryption and security
  - b. that online payments can only be made when authorized by two of the signing authorities appointed by the Board of Directors
2. fail to establish and maintain written procedures for both paper-based and online banking, to include:
  - a. using online banking for payments only when time is of the essence
  - b. ensuring that all invoices, claims and receipts relating to a payment can be reviewed by the signing authorities before the cheque is signed or the online payment is authorized
  - c. ensuring that all cheques are signed by two signing authorities and all online payments will only be processed when authorization is submitted to the bank by two signing authorities in accordance with the bylaws
  - d. ensuring that the Treasurer (or board member designate) has prompt access to the bank statements:
    - i. if online banking is not used, by forwarding a copy of each monthly statement to the Treasurer in a timely fashion
    - ii. if online banking is in use, by ensuring that the Treasurer has online access to the statements at all times
3. fail to provide to all members of the Board of Directors in a timely fashion a copy of the most current version of the procedures for authorizing and making payments
4. fail to ensure that the signing authorities for both paper-based and online transactions are updated with the bank(s) in a timely fashion whenever they are appointed or changed by the Board of Directors.

Notwithstanding the above, in order to ensure that employees are paid on time, the Executive

Director may use a payroll service requiring a single authorization provided that:

1. the payroll service can ensure industry standards for encryption and security
2. any change to the Executive Director's compensation and/or benefits is approved in advance by the Board of Directors
3. the Treasurer (or board member designate) is kept apprised at all times of the amounts of all payroll-related transactions, including payments to Revenue Canada and for benefits, so that these can be monitored on the bank statements.

*References:* CPF Alberta bylaw 11.1  
CPF Alberta policies 123 and 320

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Executive Limitations	POLICY NUMBER: 313
DATE OF ADOPTION: January 15, 2011	
DATE LAST REVIEWED:	DATE LAST MODIFIED:

### **Corporate Credit Card**

A corporate credit card will be made available to select permanent employees so they will not be required to incur and wait for reimbursement of significant expenses in the performance of duly authorized business on behalf of Canadian Parents for French, Alberta Branch.

Accordingly, the corporate credit card may only be used:

- if the expense cannot be paid via invoice to CPF Alberta
- and
- if the expense cannot be paid in advance via requisition.

The Board of Directors must authorize the issuance of the corporate credit card to each specific employee.

The corporate credit card may not be used for personal expenses of any kind. Unintentional non-business use of the credit card must immediately be reported to the supervisor. The employee must promptly reimburse the credit card company for the personal expense.

The maximum that one employee can have owing on the corporate credit card at any time is \$3,000.

Each original receipt must be submitted to the CPF Alberta Finance Coordinator within 21 days of incurring the expense. Loss of a receipt must immediately be reported to the employee's supervisor.

Any loyalty points accruing to the corporate credit card are for the benefit of CPF Alberta.

Loss or theft of the corporate credit card must immediately be reported to the credit card company and to the employee's supervisor.

Failure of an employee to use the corporate credit card in compliance with this policy will result in suspension or revocation of the card and may result in disciplinary action, up to and including dismissal and criminal charges where warranted. In addition, the full misappropriated amount may be deducted from the employee's salary.

Each employee authorized to receive a corporate credit card must first sign a document which indicates that he/she has read and agreed to abide to the provisions of this policy. One copy of this signed document will be kept by the employee's supervisor, one copy by the employee.

*References:* CPF Alberta policy 180, Expense Rates Annex

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Executive Limitations	POLICY NUMBER: 320
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: January 15, 2011	DATE LAST MODIFIED: January 15, 2011

**Asset Protection**

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

Accordingly, the Executive Director shall not:

1. fail to ensure or implement acceptable risk management techniques:
  - a. against theft and casualty losses to cover replacement value
  - b. against liability losses to Directors, employees, or Canadian Parents for French, Alberta Branch itself, in any amount greater than the average for comparable organizations
2. unnecessarily expose CPF Alberta, its Board of Directors, volunteers or employees to claims of liability
3. make any capital purchase or contract for services wherein protection has not been given against conflict of interest
4. fail to protect intellectual property, including information
5. enter into short- or long-term borrowing arrangements without the prior approval of the Board of Directors or of the members at an Annual General Meeting or Special General Meeting.
6. enter into long-term lease arrangements without prior approval of the Board of Directors
7. receive, process or disburse funds under controls that are insufficient to meet the AGM-appointed auditor's standards
8. allow any individual to have complete authority over a financial transaction.

*References:* CPF Alberta bylaws 10.3, 11.1  
CPF Alberta policy 325

**CPF** *Canadian Parents for French*  
*Alberta Branch*

<b>POLICY TYPE: Executive Limitations</b>	POLICY NUMBER: 325
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: January 15, 2011	DATE LAST MODIFIED: January 15, 2011

### **Purchasing Limits**

The Canadian Parents for French, Alberta Branch Board of Directors believes a purchase decision is normally the result of a process that includes identifying a need, considering alternatives that can satisfy the need, and selecting the best value alternative.

The Board of Directors delegates authority to the Executive Director for day-to-day purchases necessary for ongoing operations as outlined in the budget.

Notwithstanding the above, extraordinary expenditures not included in the budget require approval by motion of the Board of Directors, as follows:

Operational Expenditures in excess of \$2,500

Capital Purchases in excess of \$1,000.

Capital purchases and contracts for service in excess of \$10,000 require approval by the Board of Directors and at least three (3) competitive bids.

*Reference:* CPF Alberta policy 320

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Executive Limitations	POLICY NUMBER: 330
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: October 21, 2011	DATE LAST MODIFIED: October 21, 2011

### **Volunteer and Employee Treatment**

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

1. operate without written personnel policies that clarify personnel rules for volunteers and staff, provide for effective handling of grievances, and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons
2. discriminate against any staff member for expressing an ethical dissent
3. prevent staff from grieving to the board when:
  - a. internal grievance procedures have been exhausted and
  - b. the employee alleges either that
    - i. board policy has been violated to his or her detriment or
    - ii. board policy does not adequately protect his or her human rights
4. fail to acquaint staff with their rights under this policy
5. cause or allow conditions that result in unfair or undignified treatment of volunteers.

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Executive Limitations	POLICY NUMBER: 340
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: October 21, 2011	DATE LAST MODIFIED: October 21, 2011

### **Compensation and Benefits**

With respect to employment, compensation and benefits for employees and contract workers, the Executive Director shall not cause or allow the fiscal integrity or public image of Canadian Parents for French, Alberta Branch to be jeopardized.

Accordingly, the Executive Director shall not:

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

# CPF *Canadian Parents for French* *Alberta Branch*

POLICY TYPE: Chapters	POLICY NUMBER: 600
DATE OF ADOPTION: April 18, 2010	
DATE LAST REVIEWED:	DATE LAST MODIFIED:

## **Chapters**

The members of Canadian Parents for French within a particular area in a province or territory may form a chapter of CPF in order to work together to further the purpose of the organization within that area.

Canadian Parents for French, Alberta Branch believes that chapters are vital parts of the CPF network to promote and support French-second-language (FSL) learning opportunities for young Canadians. In Canada, the governance of education occurs at the provincial/territorial level. In Alberta, the School Act delegates certain of these responsibilities to local authorities. CPF Alberta therefore encourages the formation of chapters to address the needs of FSL learning at a local level.

The bylaws of Canadian Parents for French delegate to CPF Alberta the responsibility to approve, monitor and dissolve chapters within the province of Alberta.

*References:* CPF Alberta bylaw 1.1  
CPF bylaw 14.1

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Chapters	POLICY NUMBER: 610
DATE OF ADOPTION: April 18, 2010	
DATE LAST REVIEWED:	DATE LAST MODIFIED:

### **Approval of a Chapter**

The Board of Directors will approve a new chapter when the following conditions have been met:

1. The jurisdiction of the proposed chapter has been defined as a specific geographical area within Alberta or as the area served by an Alberta education jurisdiction or a specific section of an education jurisdiction, and the jurisdiction of the proposed chapter does not include any part of the jurisdiction of an existing chapter.
2. There are at least ten CPF voting members within the jurisdiction of the proposed chapter.
3. The name of the proposed chapter is in accordance with policy 630.
4. A founding meeting was held at which the CPF voting members within the jurisdiction:
  - a. approved, by an affirmative vote of  $\frac{3}{4}$  of those voting members in attendance, chapter bylaws which meet all of the requirements of the current bylaws and policies of Canadian Parents for French and of Canadian Parents for French, Alberta Branch; and then
  - b. elected a chapter Board of Directors in accordance with those chapter bylaws.

*References:* CPF bylaws 1.4 and 14.1

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Chapters	POLICY NUMBER: 620
DATE OF ADOPTION: April 18, 2010	
DATE LAST REVIEWED:	DATE LAST MODIFIED:

### **Chapter Bylaws**

The Executive Director shall not fail to make available to any CPF voting member who is seeking to establish a new chapter a set of *pro forma* bylaws that meet all of the requirements of the current bylaws and policies of Canadian Parents for French and of Canadian Parents for French, Alberta Branch.

Whenever amendments to the CPF or CPF Alberta bylaws or policies necessitate, the Executive Director shall ensure that the *pro forma* chapter bylaws are updated in a timely fashion. Further, in such case the Executive Director shall ensure that all chapters in Alberta are informed in a timely fashion of the necessity to amend their bylaws.

Whenever a chapter amends its bylaws, a copy of the new bylaws must be submitted in a timely fashion to the Executive Director, who will review them to ensure compliance with the bylaws and policies of CPF and of CPF Alberta.

*Reference:* CPF bylaws 14.1 - 16.13

# CPF *Canadian Parents for French* *Alberta Branch*

POLICY TYPE: Chapters	POLICY NUMBER: 630
DATE OF ADOPTION: April 18, 2010	
DATE LAST REVIEWED:	DATE LAST MODIFIED:

## **Name and Visual Identity of a Chapter**

1. The form of the name for a chapter shall be “Canadian Parents for French” followed by a hyphen and words which identify the chapter (e.g., Canadian Parents for French - Anytown Chapter). Only the full name of the chapter or the abbreviation “CPF Anytown” may be used.
2. All chapter publications in print or electronic form as well as branded materials will display the following logo (wordmark), which must appear at least once:

**CPF** *Canadian Parents for French*  
*Anytown Chapter*

The logo may appear in black or in teal (PMS 3282 or CMYK (C-89, M-36, Y-48, K-0)).

3. Should the chapter establish its own e-mail address and/or website url, it must identify the name of the chapter, and may not use the letters “cpf” in isolation.
4. When space permits, chapter publications or branded materials may also include the Proud of Two Languages (POTL) image:



- a. The slogan “Proud of Two Languages / Nos deux langues, notre fierté” must appear in both English and French below the image.
  - a. The image may only appear in black or in teal (PMS 3282 or CMYK (C-89, M-36, Y-48, K-0)).
  - b. The bilingual slogan must appear in black.
5. Size and location will be dictated by space and design, but the size of the logo (wordmark) and POTL image should appear so that they are readily recognizable and so as to maintain the integrity of the logo or image.

*References:* CPF policies GOV 5, GOV 5.1 and ENDS 1.1.4

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Chapters	POLICY NUMBER: 640
DATE OF ADOPTION: April 18, 2010	
DATE LAST REVIEWED:	DATE LAST MODIFIED:

### **Monitoring of a Chapter**

Systematic monitoring of chapters is necessary to ensure that the continuity and integrity of Canadian Parents for French and Canadian Parents for French, Alberta Branch bylaws and policies are maintained and that contractual obligations are fulfilled.

Accordingly, the Executive Director will monitor chapter performance by requesting such reports from time to time as may be required, including but not limited to:

- an annual activity report
- an annual financial report
- a report giving the date of the Annual General Meeting and the names and positions of the chapter Board of Directors as of that AGM.

*Reference:* CPF bylaw 14.1

# CPF *Canadian Parents for French*

## *Alberta Branch*

<b>POLICY TYPE:</b> Chapters	POLICY NUMBER: 650
DATE OF ADOPTION: June 23, 2001	
DATE LAST REVIEWED: April 18, 2010	DATE LAST MODIFIED: April 18, 2010

### **Dissolution of a Chapter**

It is the intent of Canadian Parents for French, Alberta Branch to encourage and support chapters in their vital work of addressing the needs of French-second-language (FSL) learning at a local level. However, given the nature of volunteerism as well as the potential for changes in educational programming, there may be times when a chapter is unable to fulfill its obligations as a part of Canadian Parents for French or to continue its work in support of FSL learning. This would include, but is not limited to:

- a failure to have at least ten Voting Members within its jurisdiction
- a failure to abide by the provisions of its bylaws
- a failure to provide reports as required by policy 640
- any notice to CPF Alberta from the chapter Board of Directors that the chapter is unable to continue its work.

In the event that this should occur, and after careful consideration, the following Dissolution Process will be initiated:

1. The Executive Director will communicate with the chapter President or, in his/her absence, the Vice President or another member of the chapter Board of Directors regarding the status of the chapter and the reason(s) for initiating the Dissolution Process.
2. Upon initiating the Dissolution Process the Executive Director will notify the Board of Directors, including the reason(s) for this decision.
3. Chapter activities\* are considered to be on hold and the executive powers of the chapter Board of Directors will immediately be suspended.
4. All assets\*\* are to be held in the local chapter bank account for a period of six (6) months from the date of initiation of the Dissolution Process.
5. The Executive Director or designate will communicate and collaborate with members of the chapter and local stakeholder groups in an effort to resolve the reason(s) for initiating the Dissolution Process.
6. If after six (6) months there has been no resolution or no resolution appears imminent, all assets will be transferred to CPF Alberta to be held in trust for eighteen (18) months and all chapter records and documents will be forwarded to CPF Alberta.
7. Should the chapter be reinstated within twenty-four (24) months of initiation of the Dissolution Process, all assets held in trust and all records and documents will be returned to the chapter.

8. Should there be no resolution within twenty-four (24) months from the initiation of the Dissolution Process, the Board of Directors will dissolve the chapter.
9. Upon dissolution, all assets will revert to CPF Alberta. If a chapter is later re-established within the same jurisdiction, it will be considered a new chapter.

In the event that approval to use the name “Canadian Parents for French” is revoked by the Board of Directors of Canadian Parents for French, the above Dissolution Process will be followed except that all assets, records and documents must be transferred to CPF Alberta immediately.

- \* “Chapter activities” includes but is not limited to: advocacy efforts, information dissemination, speaking “on behalf of CPF” or “representing CPF,” meetings, chapter-organized or chapter-sponsored activities for children and/or adults, and any other activity for which any level of Canadian Parents for French assumes some liability.
- \*\* “Chapter assets” includes, but is not limited to, cash on hand or in the chapter’s bank account, investments, CPF promotional materials and goods purchased from CPF or CPF Alberta, chapter records and manuals, and any and all goods and property specific to CPF activities.

*References:* CPF Alberta bylaw 13.1  
CPF bylaws 14.1 and 22.1

**CPF** *Canadian Parents for French*  
*Alberta Branch*

<b>POLICY TYPE:</b> Chapters	POLICY NUMBER: 660
DATE OF ADOPTION: June 19, 2002	
DATE LAST REVIEWED: June 15, 2011	DATE LAST MODIFIED: June 15, 2011

### **Cosigning Chapter Grant Applications**

When an unincorporated chapter requests that Canadian Parents for French, Alberta Branch cosign a chapter application to a funding agency, the request will be considered on the following basis:

1. the chapter includes at least ten Voting Members and has submitted all reports required under policy 640
2. the project or initiative falls within the purpose of CPF Alberta
3. the amount of the funding application is not more than \$2,500.00
4. the maximum amount which the chapter may receive in any four-year period through applications which have been cosigned by CPF Alberta is \$5,000.00
5. a completed copy of the grant application is forwarded to the CPF Alberta Executive Director in time for consideration at a scheduled meeting of the Board of Directors
6. the chapter agrees in writing to provide to CPF Alberta in a timely fashion a copy of the notice of approval or rejection of the grant application
7. the chapter agrees in writing to provide to CPF Alberta a copy of its final report to the granting agency, such copy to be received by the Executive Director no later than the deadline for the report.

The grant must be approved by the CPF Alberta Board of Directors.

*References:* CPF Alberta policies 200, 640, 650.

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Chapters	POLICY NUMBER: 680
DATE OF ADOPTION: November 1, 2001	
DATE LAST REVIEWED: April 18, 2010	DATE LAST MODIFIED: April 18, 2010

**Membership Rebates to Chapters**

It is the policy of Canadian Parents for French to distribute 90% of each paid membership fee to the provincial or territorial CPF branch with which the member is associated. To encourage the development of a large membership and to support the activities of its chapters, Canadian Parents for French, Alberta Branch, will distribute 65% of the original fee to the chapter with which the member is associated, where one exists. This amount will be called a “membership rebate.”

1. The Executive Director shall not fail to forward the membership rebates to the chapters in a timely fashion following receipt of the funds from the CPF national office.
2. When a new chapter has been approved by the Board of Directors in accordance with policy 610, membership rebates for that chapter shall be calculated beginning 12 months prior to the date of the founding meeting and forwarded to the chapter in a timely fashion.
3. Should the Dissolution Process in accordance with policy 650 be initiated for a chapter, membership rebates for that chapter will be discontinued and the funds held in trust as follows:
  - a. If the chapter is reinstated before the end of the Dissolution Process, all accrued membership rebates will be forwarded to the chapter in a timely fashion.
  - b. If the chapter is dissolved, all accrued membership rebates will revert to CPF Alberta.

*References:* CPF Alberta bylaw 3.1  
CPF policy GOV 1.1

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Chapters	POLICY NUMBER: 690
DATE OF ADOPTION: May 8, 2004	
DATE LAST REVIEWED: June 15, 2011	DATE LAST MODIFIED: June 15, 2011

### **Grants to Chapters for Partnerships**

From time to time a chapter may enter into a partnership for the creation of an initiative or project that has a regional or provincial scope. In the event such a partnership requires a financial contribution from each partner, Canadian Parents for French, Alberta Branch will consider a chapter request for a grant in support of the initiative or project.

Any such request shall be considered on the following basis:

1. the chapter includes at least ten Voting Members and has submitted all reports required under policy 640
2. the project or initiative falls within the purpose of CPF Alberta
3. the partnership, project or initiative is not automatically eligible for support
4. the grant does not create hardship for CPF Alberta
5. the chapter agrees in writing to provide to CPF Alberta in a timely fashion a final report and recommendations arising from the project or initiative, and that such report may become part of CPF Alberta's best practices and/or repository of information available to other stakeholders.

The grant must be approved by the CPF Alberta Executive Director.

*Reference:* CPF Alberta policies 200, 640, 650

# CPF *Canadian Parents for French*

## *Alberta Branch*

POLICY TYPE: Chapters	POLICY NUMBER: 695
DATE OF ADOPTION: June 9, 2007	
DATE LAST REVIEWED: June 15, 2011	DATE LAST MODIFIED: June 15, 2011

### **Support for Print Advertising**

Promotion of Canadian Parents for French and its activities in pursuit of its purpose is considered of utmost importance at all levels of the organization.

Canadian Parents for French, Alberta Branch believes that local needs and opportunities are best determined by local chapters, therefore the promotion done at the local level is the responsibility of the chapters.

To encourage chapters to undertake such promotion, CPF Alberta will reimburse fifty percent (50%) of the cost of print advertising (e.g., media advertisements, posters, pamphlets) to a maximum of one hundred dollars (\$100.00) upon request by the chapter on the following basis:

1. the chapter includes at least ten Voting Members and has submitted all reports required under policy 640
2. the print advertising was effected by a third party and actual expenses were incurred by the chapter
3. the request for reimbursement includes a copy of the print advertising and proof of payment
4. the request for reimbursement was received by the CPF Alberta office no later than two months following the date of the invoice
5. the chapter's wordmark is clearly visible on the print advertising in accordance with CPF Alberta policy 630
6. the primary focus of the print advertising is one or more of:
  - a. a French-second-language program, activity and/or event which is supported and/or sponsored by the chapter
  - b. the chapter and/or CPF
  - c. membership in CPFand any announcement of a business meeting (including an AGM) is secondary.
7. the request for reimbursement does not create hardship for CPF Alberta.

*References:* CPF Alberta policy 200, 630, 640, 650

**CPF** *Canadian Parents for French*  
*Alberta Branch*

POLICY TYPE: Board – ED Relationship	POLICY NUMBER: 900
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: October 21, 2011	DATE LAST MODIFIED: October 21, 2011

### **Unity of Control**

Only decisions of the Board of Directors are binding on the Executive Director.

Accordingly:

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

*References:* CPF Alberta policy 140

**CPF** *Canadian Parents for French*  
*Alberta Branch*

<b>POLICY TYPE: Board – ED Relationship</b>	POLICY NUMBER: 910
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: October 21, 2011	DATE LAST MODIFIED: October 21, 2011

**Delegation to the Executive Director**

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

**CPF** *Canadian Parents for French*  
*Alberta Branch*

<b>POLICY TYPE: Board - ED Relationship</b>	POLICY NUMBER: 920
DATE OF ADOPTION: August 25-26, 2001	
DATE LAST REVIEWED: October 21, 2011	DATE LAST MODIFIED: October 21, 2011

### **Accountability of the Executive Director**

The Executive Director is the only link between the Board of Directors and operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Executive Director.

Accordingly:

1. The Board will never give instructions to persons who report directly or indirectly to the Executive Director.
2. The Board will refrain from evaluating, either formally or informally, any staff other than the Executive Director.
3. The Board will view Executive Director performance as identical to organizational performance, so that organizational accomplishment of board-stated Ends and avoidance of board-proscribed means will be viewed as successful Executive Director performance.

*References:* CPF Alberta policies 910, 990

**CPF** *Canadian Parents for French*  
*Alberta Branch*

<b>POLICY TYPE: Board – ED Relationship</b>	POLICY NUMBER: 990
DATE OF ADOPTION: August 25-26, 2001	
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### **Monitoring Executive Director Performance**

The President is responsible for coordinating regular evaluations of the Executive Director. In general the evaluation period should be one year, but a shorter period may be selected (for example, to coordinate with the probationary period of a contract).

Systematic monitoring of the Executive Director job performance will be done in accordance with policies 910 and 920.

The Board will acquire monitoring data by one or more of three methods:

1. by regular written internal report, in which the Executive Director discloses compliance information to the Board
2. by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies
3. by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.

The assessment tool provided in Annex C can be used by the Board to collate monitoring data to be used for Executive Director performance assessment.

*References:* CPF Alberta policies 121, 910, 920

# CPF *Canadian Parents for French* Alberta Branch

<b>ANNEX B</b>	
DATE OF ADOPTION: October 3, 2008	
DATE LAST REVIEWED:	DATE LAST MODIFIED:

## Provincial Strategic Plan

As approved by the Board in October 2008, the focus of the organization in the period 2008-2011 will be on the goals below.

Organizational goal	Key Area for Action	Desired Outcome
All Albertan students have access to high quality FSL education. (Policy 200, goal 1)	FSL Program Quality	Increased number of qualified French Immersion and FSL teachers
		French Immersion is seen as a program for all.
		The development and implementation of provincial assessment measures (or standards) that would identify the types of French language skills acquired by FSL and immersion students.
Albertan parents, educators and decision makers in the fields of education and culture at all levels are familiar with CPF and its goals (Policy 200, goal 6)	Communication	Developed and implemented a written communication/media relations plan for CPF Alberta Branch.  Developed a communications committee terms of reference.
All elements of CPF work together as a team to achieve the goals of the organization. (Policy 200, goal 5)	Ongoing support and development of chapters	Chapters understand their role in the organization and understand CPF Alberta's Strategic Plan.
		Chapters have training and resources necessary to fulfill their role.

Organizational goal	Key Area for Action	Desired Outcome
	Organizational development	An Alberta Branch procedure manual is developed and implemented.
Through membership fees, fundraising and revenue-generating activities, and fiscal responsibility, the organization is financially stable. (Policy 200, goal 9)	Funding	Obtain sufficient funding to carry out an action plan.  Access additional sources of funding

{ Insert detailed strategic plan here }

**CPF** *Canadian Parents for French*  
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<b>ANNEX C</b>	
DATE OF ADOPTION: October 3, 2008	
DATE LAST REVIEWED:	DATE LAST MODIFIED:

**Monitoring Data for Executive Director Performance Assessment**

This assessment tool provides some sample assessment questions to test compliance with Ends statements and Executive Limitation policies. Documentation of monitoring data must be objective, pertinent and complete (including observations rather than judgements). Since many of the Executive Limitations deal with operational issues, direct monitoring data are not generally available to the Board. Compliance with these policies may be determined by “external report” (a report commissioned by a disinterested third party) or by “direct Board inspection” (an assessment by designated member(s) of the Board).

**Part A: Ends-Related Assessment**

<b>Policy / Reference</b>	<b>Monitoring data</b>	<b>Monitoring Frequency</b>	<b>Responsibilities</b>
210 Strategic Plan	The strategic plan includes performance indicator(s) for each key area for action. Changes in the performance indicator(s) over the assessment data provide a measure of the degree to which the desired outcome has been achieved.	Benchmark at the beginning of the assessment period. Evaluate at the end of the assessment period.	President to initiate performance cycle. Board to request ED to establish and document benchmark data (if not already available). Board to request ED to evaluate and document performance indicators at the end of the assessment period.

**Part B: Executive Limitations-Related Assessment**

<b>Policy / Reference</b>	<b>Monitoring data and sample questions</b>	<b>Monitoring Frequency</b>	<b>Responsibilities</b>
300 (General Executive Constraint)	<ul style="list-style-type: none"> <li>• Have there been concerns that any practice, action, decision or organizational circumstance could be considered illegal, imprudent, unethical or inconsistent with the mission of Canadian Parents for French, Alberta Branch.</li> </ul>	Event based	Board members to document any irregularity observed, and to discuss and decide on course of action at next Board meeting.
301 (Communication and Support to the Board)	<ul style="list-style-type: none"> <li>• Are there instances when monitoring data required by the Board has not been provided in an agreed-upon fashion?</li> <li>• Are there instances when the Board was unaware of a significant trend / legal issue / media coverage about which the ED was or should have been aware?</li> <li>• Are there instances when the Board failed to comply with policies dealing with Governance or Board-Executive Director Relationship and the Board was not so advised by the ED?</li> <li>• Has the ED failed to deal with the Board as a whole, except when fulfilling individual requests for information, or when responding to those duly charged by the Board, or when briefing or advising Branch Officers between Board meetings?</li> <li>• Has the ED failed to report any actual or anticipated non-compliance with any Board policy?</li> </ul>	On ongoing basis – at Board meetings and/or in other dealings between the Board and ED.	Board members to document related data on an ongoing basis. Board to formally collate monitoring data at least annually.
Financial Records Bylaws 10.4, 10.5	<ul style="list-style-type: none"> <li>• (Audited) statements to include balance sheet and statement of revenues and expenditures.</li> </ul>	At least quarterly. (Audited statements to be provided	Executive Director to supply. Board to review and approve. Board to check that required

<b>Policy / Reference</b>	<b>Monitoring data and sample questions</b>	<b>Monitoring Frequency</b>	<b>Responsibilities</b>
		annually).	monitoring data have been provided at the required frequency.
310 (Financial Planning and Conditions)	<ul style="list-style-type: none"> <li>• Has the ED caused or allowed budgeting that contains too little information?</li> <li>• Has the ED incurred expenses in any fiscal year that exceeds revenue received? If so was there reasonable certainty that revenues to cover the shortfall would be received within three months?</li> <li>• Has the ED failed to allocate appropriate amounts for fiscal audits, Board development or Board meetings?</li> <li>• As the ED allowed any funds received by the organization to be held in a manner that would fail to ensure benefit to the organization?</li> </ul>	On ongoing basis – at Board meetings and/or in other dealings between the Board and ED	Board members to document related data on an ongoing basis. Board to formally collate monitoring data at least annually.
320 (Asset Protection)	<ul style="list-style-type: none"> <li>• Has the ED failed to insure or implement acceptable risk management techniques?</li> <li>• Has the ED made any capital purchase or contract for services wherein protection has not been given against conflict of interest?</li> <li>• Has the ED failed to protect intellectual property?</li> <li>• Has the ED established short-term operating line(s) or credit that fail to meet the requirements of policy?</li> <li>• Has the ED entered into long-term borrowing or lease arrangements without prior approval of the Board?</li> <li>• Has the ED allowed any individual to have complete</li> </ul>		Operational issue - the Board may rely on external report or internal inspection to assess compliance with policy.

<b>Policy / Reference</b>	<b>Monitoring data and sample questions</b>	<b>Monitoring Frequency</b>	<b>Responsibilities</b>
	<p>authority over a financial transaction?</p> <ul style="list-style-type: none"> <li>• Has the ED provided all agreed-upon financial reports in a timely fashion?</li> </ul>	As agreed	
325 (Purchasing Limits)	<ul style="list-style-type: none"> <li>• Has there been any unapproved purchase that was unbudgeted and exceeded \$2500 (for operational expenditure) or \$1000 (for capital purchases)?</li> </ul>	Periodic audit (generally once a year).	Operational issue - the Board may rely on external report or internal inspection to assess compliance with policy.
330 (Volunteer and Employee Treatment)	<ul style="list-style-type: none"> <li>• Are there personnel policies that clarify rules for volunteers and staff?</li> <li>• Have staff members been informed of their rights under Policy 330?</li> <li>• Has there been any incident where the ED caused or allowed conditions that resulted in unfair or undignified treatment of volunteers?</li> </ul>	Periodic audit (generally once a year).	Operational issue - the Board may rely on external report or internal inspection to assess compliance with policy.
340 (Compensation and Benefits)	<ul style="list-style-type: none"> <li>• Has the Executive Director changed his/her own compensation or benefits?</li> <li>• Are staff compensation or benefits materially different from local market standards?</li> </ul>	Periodic audit (generally once a year)	Operational issue - the Board may rely on external report or internal inspection to assess compliance with policy.