



CANADIAN FOSTER FAMILY ASSOCIATION
ASSOCIATION DES FAMILLES D'ACCUEIL DU CANADA

POLICY MANUAL 2017



CANADIAN FOSTER FAMILY ASSOCIATION, INC.

Board of Directors Policy Manual

TABLE OF CONTENTS	1,2&3
DEFINITIONS	4
SECTION 1: PURPOSE OF THE ASSOCIATION	4
1. Mission Statement	4
2. Vision Statement	4
3. Purpose	4&5
SECTION 2: ETHICAL STANDARDS	5&6
SECTION 3: BOARD OF DIRECTORS	6
SECTION 4: DUTIES OF THE BOARD OF DIRECTORS	7
SECTION 5: RESPONSIBILITIES OF THE BOARD OF DIRECTORS	7
1. Governance	8
2. Risk Management/Internal Control Framework	8
3. Strategic Planning	8
4. Executive Officers Committee and Performance	9
5. Monitoring	9
6. Board Committees	9
7. Director Development and Evaluation	9
8. Financial/Resource Development	9
9. Community and Stakeholders Relations	9
SECTION 6: RESPONSIBILITIES OF DIRECTORS	10
SECTION 7: CHAIR OF THE BOARD MANDATE	10
Responsibilities of the Chair	10&11
Responsibilities of the Vice-Chair	11

SECTION 8: COMMITTEES	11
Committee Responsibilities	11
Composition of the Committees	11
Committee Chairs	12
Standing Board of Committees	12
Governance and Policy Committee	12
Finance Committee	12&13
Fundraising Committee	14
Communication Committees	14&15
Membership Committee	15
Ad Hoc Committees	15
SECTION 9: EXECUTIVE OFFICER COMMITTEE	15,16&17
SECTION 10: MEETINGS	18
Board of Directors Meetings	18
Meeting Rules	18
President’s Meeting	18
Committee Meeting	18
Annual General Meeting	18
Special Meeting	18
Board Expenditures	18&19
SECTION 11: INVESTIGATIONS	19
Board Discipline	19&20
SECTION 12: BOARD CONTRACTUAL AND ADMINISTRATIVE MATTERS	20
Signing Approval and Authority	20
Association Spokesperson	20
APPENDIX A CONFLICT OF INTEREST POLICY	20
A. “A” Scope	21
B. Definitions	21
C. Intent of Policy	21&22
D. General Guidelines	22
Disclosure	22
Resolution	22

APPENDIX B OATH OR DECLARATION OF OFFICE	23
APPENDIX C CANADIAN FOSTER FAMILIES ASSOCIATION, INC.	
Association Members Application Form	24
Annual General Meeting Standing Rules of Order	25

SECTION 1: DEFINITIONS

The following is a list of abbreviations that will be commonly used throughout this manual:

- a) **"Board"** means the Board of Directors of the Corporation and "Director" means a member of the Board;
- b) **"EOC"** means elected Executive members to the board of directors: doesn't this mean Executive Officer Committee
- c) **"Ordinary Resolution"** means a resolution passed by a majority of not less than 50% plus 1 of the votes cast on that resolution;
- d) **CFFA** – Canadian Foster Families Association, Inc.

1. PURPOSE OF THE ASSOCIATION

Mission

The CFFA exists to work in partnership with provincial and territorial members as a collective voice for foster families across Canada.

Vision

All Canadian foster families will be respected and empowered to create the best possible environment for children and youth in care.

Purpose

The CFFA shall be carried on without the purpose of gain for its individual members, and any profits or other assets to the CFFA shall be used in furtherance of its purpose.

The purpose of the CFFA is to enhance the quality of care for children and youth in care in Canada by:

1. Uniting the foster parent organizations in the provinces and territories of Canada in the effective resolution of common problems and concerns.
2. Providing a central resource for information and communication to and between the member organizations and social service agencies associated with foster parenting.
3. Providing developmental support to member organizations.
4. Creating public awareness of the role and contributions of foster families in Canada.

We, as a National Association recognize that the foster families of Canada have certain rights:

- The right to representation;
- The right to be informed;
- The right to choice; and
- The right to be heard.

The CFFA and Provincial / Territorial Foster Families Organizations work in partnership. This partnership includes advocacy for changes to the foster care system at all Governmental Levels.

SECTION 2: ETHICAL STANDARDS

Board Members' Code of Ethics

The following code of Ethical Standards shall apply to all activities of the organization:

1. All statements, information, advice and proposals will be honest and factual.
2. The pertinent facts and information shall be disclosed that are necessary to fairly evaluate proposed plans and activities.
3. Public decency and good taste shall be duly regarded.
 - a. I will not use my position for my own personal advantage or that of my family and friends.
 - b. I will listen to the opinions of other Board members and individuals before making final decisions.
 - c. I will recognize that no individual Board member has the right to make decisions on behalf of the CFFA.
 - d. I will abide by decisions of the Board and will publicly support them as long as I remain on the Board.
 - e. I will not discuss the confidential business of the Board outside of Board meetings except what is appropriate in reporting to my province/territory
 - f. I will try to keep informed on local, provincial and national fostering issues.
 - g. I will not make disparaging remarks about other Board members
 - h. I will read and abide by the Board manual.
 - i. I will fulfill my responsibilities as a Board member to the best of my abilities.
4. Exploitation in any form shall be avoided.

5. Disclosure of any investigation shall be made to the confidence of the Chair or Governance Committee Chair.
6. Conflict of Interest Policy – see Appendix “A”
7. Oath or Declaration of Office – see Appendix “B”

SECTION 3: BOARD OF DIRECTORS

The affairs of the Association shall be managed and administered by a Board of Directors all of whom shall be elected or appointed members from the provincial/territorial organizations.

The elected Board of Directors shall consist of the appointed members from the provincial/territorial organizations and the Executive Officer Committee (EOC).

The Board of Directors has responsibility for the oversight and stewardship of the Association.

The Board shall govern the Association through appropriate governance policies and risk management strategies to ensure delivery of the strategic objectives and outcomes, protection of assets, promotion of the CFFA Mission and sustainable long-term growth and viability.

The Board must conduct the affairs of the Association in accordance with approved guidelines, policies and by-laws and uphold the Association’s values.

The Board delegates to the President of the Executive Officer Committee the responsibility for general management and supervision of the affairs and operations of the Association, and supervises and evaluates management’s execution of Board approved strategies and plans.

The primary areas of responsibility of the Board are:

- Governance
- Financial Oversight; Risk Management Strategy; Internal Control Framework
- Strategic Direction
- Executive Officer Committee Development and Performance Review
- Monitoring of the Association
- Establishment of Board Committees
- Community Relations

SECTION 4: DUTIES OF THE BOARD OF DIRECTORS

The Board of Directors has responsibility for the stewardship of the Association by establishing appropriate governance and risk management strategies to ensure delivery of the strategic objectives and outcomes, protection of assets, promotion of the CFFA's Mission and sustainable long term growth and viability. It must conduct the affairs of the Association in accordance with approved guidelines and policies and uphold the Association's values. The Board delegates responsibility for general management and supervision of the affairs and operations to the EOC. The Board supervises and evaluates the organization's execution of Board approved strategies and plans.

The role of the Board of Directors **has two fundamental and concurrent roles**. On behalf of the membership of the CFFA, our dual roles are:

- 1) **Leadership:** To decide where the organization should be heading now and in the future
- 2) **Stewardship:** To ensure that as it moves forward, the organization's assets are as sound (or better) at the end of the individuals' Director term on the Board as they were at the beginning. This pertains to not only financial assets but also the organization's reputation in the community and society.

The Board's job is to govern the organization: determine what will be done, at what cost, and by whom. The individuals who are allocated these tasks are held accountable by the Board for the outcome. The core tasks of the Board are to: develop the strategic plan (the vision and what strategic goals need to be accomplished in order to achieve the vision), approve the budget, establish rules (policies), and monitor compliance.

No individual Board member, including the chairperson, has any authority unless granted by the Board – all authority is vested in the board as a whole. As the organization grows, the need to employ professional staff is required.

SECTION 5: RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The following are required responsibilities of the Board of Directors to ensure the successful governance of the Association.

1. Governance

- Approve governance principles that promote a culture of ethical behavior, accountability, transparency and open communication.
- Clearly define and review annually, the Board's purpose, duties and responsibilities
- Establish appropriate Board Policies such as Conflict of Interest, Confidentiality and Privacy and ensure individual Director compliance.
- Ensure the Association undergoes a legal review of its policies and by laws at least every 5 years or as needed.
- Ensure the Association has a whistle blowing policy and procedures to allow confidential reporting check if up to date.
- Approve annually the audited Financial Statements and appointment of the external auditors.

2. Risk Management/Internal Control Framework

- Review all the risks to which the Association is subject and to ensure an appropriate risk management strategy is in place to manage and mitigate risks
- Review the Association's internal control framework, performance reporting, policies and procedures.
- Evaluate exposure to EOC liability issues and consider steps to minimize such risks
- Ensure no individual Board member receives any compensation, gifts or personal benefit from their position on the Board of Directors, outside of that which is allowed by policy.
- Ensure the Association is in compliance with all relevant laws, regulations, reporting and contractual requirements by monitoring the systems and procedures management has established.

3. Strategic Planning

Strategic Planning is the leadership function of:

- Articulating why the organization exists
- Setting goals and objectives that will enable the organization to move towards its reason for existence (perspectives)
- Developing time-phased plans and identifying measures of success for meeting the goals and objectives
- Establish a monitoring system

4. Executive Officers Committee Performance

- Oversight of EOC, operating plan priorities, performance review, and succession planning.

5. Monitoring

- Regularly evaluate the performance of the EOC, the Board, the Chair and Committees of the Board
- Ensure the Association complies with its governing documents, objects and purpose as defined in its incorporating documents and Constitution
- Provide advice to management as appropriate.
- Ensure the Board of Directors actively monitors public policy for risk and opportunity related to our mission and strategic plan.

6. Board Committees

- Establish appropriate Committees of the Board.
- Ensure each Committee reports its results back to the board regularly.

7. Director Development and Evaluation

- Ensure an appropriate recruitment strategy for new Board members, an orientation program for all new Board members and a professional development strategy
- Review and assess Board performance, Board chair and individual Director performance on a regular basis

8. Financial/Resource Development

- Ensure the Board of Directors understands the financial affairs of the Association
- Ensure that the Association has adequate funds to fulfill its mission and mandate
- Exercise special care when investing or borrowing funds and ensure management has complied with appropriate financial and investment policies and any other legal requirements

9. Community, and Stakeholders Relations

- The Board shall approve a plan for community and stakeholder relations.
- Provide a link between the CFFA and the membership it serves.
- Represent in a professional manner the CFFA at key internal and external events.

SECTION 6: RESPONSIBILITIES OF DIRECTORS

6.1 Directors understand the obligations of being a Director, and make a firm commitment to:

- Attend meetings of the Board of Directors as well as any Board retreats or special meetings, and Member's meetings;
- Be informed of agenda items, read material in advance and contribute to the discussion and decisions of the Board;
- Attend an orientation meeting as a new Board member to become familiar with the Association's mission, goals, programs and services and the responsibilities of the Board and individual Directors;
- Take on Board leadership responsibilities as requested and when appropriate;
- Be informed about CFFA policies, programs and services;
- Be informed about the needs of the community and CFFA membership
- When participating at external events, the Directors represent the Board policy and goals
- Be an advocate of the Association's work and mission.
- Comply with all Board policies
- Communicate to the Board Chair and the Board if circumstances create difficulty for carrying out your Director duties
- Identify and declare any conflict of interest or potential conflict of interest
- Develop an understanding of corporate governance and risk management strategies
- Directors should not become directly involved in operational decisions and matters or other decisions that have been properly delegated to staff
- Directors must not receive any compensation, gift or personal benefit as a member of the Board of Directors

SECTION 7: CHAIR OF THE BOARD MANDATE

The Chair is responsible to the Board to ensure the performance of the Board and the satisfactory fulfillment of the Board's functions and responsibilities under its mandate.

As described in the Constitution, the Chair of the Board shall preside at all meetings of the members (at Annual General and Special Meetings) and at all Board of Directors meetings.

Responsibilities of the Chair

- Ensure that the Board fulfills its governing responsibilities
- Ensure efficient and productive conduct of Board meetings and compliance with meeting protocols

- Chair meetings of the Board and Annual General Meeting
- Set the agenda in consultation with the President of the CFFA
- Be the liaison between the President and the Board
- Call for motions and declare decisions of the Board
- Resolve issues with individual Directors and provide feedback.
- Ensure fair and courteous treatment of everyone at meetings

Responsibilities of the Vice-Chair

The Vice-Chair shall support the work of the Chair, shall assume the responsibilities of the Chair in his or her absence, and will assume any other duties as assigned by the Board of Directors.

SECTION 8: COMMITTEES

The Board of Directors may establish and delegate key functions to standing and Ad Hoc Committees of the Board.

Committees are not decision-making bodies but perform detailed work and recommend courses of action to the Board. This practice is necessary to ensure that the Board is able to fulfill its oversight role on all areas of the Association.

Committee Responsibilities

The responsibilities of each Committee of the Board are described in the Terms of Reference, established and approved by the Board of Directors. Each of the Committee chairs will report on the work and progress of the committees on a regular basis.

Composition of Committees

The Board of Directors will approve the membership of all Committees. Standing Board Committees will be comprised only of Board members. Other Committees and task forces may be comprised of members of the Board and other individuals or volunteers, depending on the range of skills, experience and knowledge required to fulfill the committee's mandate.

Committee Chairs

The Chair of a Committee shall be appointed by the Board of Directors.

The Chair shall ensure that the Committee carries out the mandate of the Committee. Committee progress will be reported regularly to the Board.

Standing Board Committees

The Standing Committees of the CFFA are: Executive Officer Committee, Finance Committee, Fundraising Committee, Governance and Strategic Planning Committee, Communications Committee, Membership Committee

Each standing Committee shall have between two (2) and five members unless otherwise defined.

Governance and Policy Committee

The Governance Committee assists the Board in fulfilling its obligations relating to governance for the Association and ensures that Board policy is current and used by the Board.

The Committee will assist the Board in:

- Board evaluation: assessing and making recommendations regarding Board effectiveness,
- Board orientation and training: providing direction regarding director development
- Board policies – ensuring that the Board has up-to-date policies and any other information or processes that enhance the work of the Board.
- Terms of reference – that the Board, the Chair and Committees have and use up-to-date terms of reference where required
- Establish a nominating subcommittee when required to review and ensure nomination requirements are met. In addition will be supervise the counting of the vote at the AGM.
 - Send out notice of elections requesting nominations
 - Receive nominations and check eligibility

The Finance Committee

The Finance Committee assists the Board of Directors in its oversight of the integrity of the financial statements and financial reporting process, budgeting and financial planning, compliance with legal, contractual and regulatory requirements, oversight of the Association annual audit and performance of external auditor, oversight of the integrity and performance of the internal control systems and compliance with policies, and oversight of risk assessment and reporting. The treasurer or finance committee chair doesn't have to be a professional but good judgement, logic and a commitment to accountability and the long term financial

stability of the organization are vital traits. The finance committee will ensure that there is an understanding of non-profit financial reporting.

Duties to include

- Budgeting & Financial Planning
- Prepare an annual operating budget for board approval
- monitor adherence to the budget
- set long range financial goals
- present all financial goals and proposals to the board of directors for approval

Reporting

- develop useful and readable report format
- present the financial reports to the full board

Audit

- recruit & select the auditor
- review draft audit
- present the audit to the full board of directors
- review any recommendation letter from the auditor and ensure follow up on any Issues mentioned

The Finance Chair shall:

- a. chair the Committee and investigate any alleged breach of financial policies as requested by the Chair of the Board or the Board;
- b. work with the Committee, external appointed Auditor and the Treasurer in maintaining financial policies and procedures for Board approval;
- c. provide for an up to date report at each mandated Board meeting.
- d. serving as the principal liaison between the committee and the board

The Fundraising Committee

The Committee shall ensure that the goals or projects that money is being solicited for is in keeping with the mission, vision and values of the CFFA and ensure that these goals and project support the direction of the CFFA.

The committee will have letters/brochures on CFFA ready to send to possible donors

The Fundraising committee shall keep active in search for donors and organize them as to what they may be solicited for. To keep accurate records of donors, donations, for what event and dates and ensure all donors receive a receipt. To ensure all donors are recognized and thanked in an appropriate manner. A monetary list shall be kept for each event specifically identifying all details of all monies raised, whether in kind, products, services and or cash

To work with the board and or committees, to determine what the needs of the board is and determine targets, timelines.

The Fundraiser Chair shall:

- a. Keep the line of communication open with the board
- b. Provide the list of donors to the board for approval
- c. Keep the board informed and report on progress of projects
- d. To encourage the board members to participate in the ongoing search for potential donors
- e. Ensure that Solicitation letters are written that may be soliciting for donations that are specific to the event.
- f. Ensure all letters are signed by the president of the CFFA.

The Communications Committee

The Communications Committee will work with the board and or committees, to build strong strategic relationships with stakeholders through the integration of the organizations public relations. This will be done by:

- Developing a community relations plan
- Work closely with all other committees to assist in their communication needs
- Developing key messages articulated to stakeholders
- Promoting the organization's services
- Serve as a conduit for communication with various media outlets
- Developing a press release strategy
- Developing criteria to select collaborative partners

The Role of the Communications Chair is to:

- Communicate and liaise with other committee members
- Respond to all media inquiries and direct them to the President/Chair if deemed necessary
- Respond to incoming emails, phone calls and messages via social media
- Maintain and update the website
- Maintain email accounts

Membership Committee

The Membership Chair will

- Maintain a list of memberships (minimum of 3 years)

The Role of the Membership Chair is to:

- Respond to all requests for membership and receive the dues

Ad Hoc Committees

The Board may form one or more Ad Hoc committees, as they deem necessary.

All Board Ad Hoc committees must include at least one elected Board member.

SECTION 9: The Executive Officer Committee

The EOC has the powers to carry out programs and mandates of the CFFA that are consistent with the mission and goals of the Corporation. The EOC serves at the pleasure of the Board of Directors of the Association. The expenses associated to the work of the President, Secretary and Treasurer acting on behalf of the CFFA will be the responsibility of the CFFA.

- a) Chair of the Board – The Chair of the Board, if one is to be appointed, shall be a Director. The Chair of the Board, if any, shall, when present, preside at all meetings of the Board of Directors and of the Members. The Chair shall have such other duties and powers as the board may specify.

- b) Vice-chair of the Board – The Vice-chair of the Board, if one is to be appointed, shall be a Director. If the Chair of the board is absent or is unable or refuses to act, the Vice-chair of the Board, if any, shall, when present, preside at all meetings of the Board of Directors and of the Members. The Vice-chair shall have such other duties and powers as the Board may specify.

- c) President –The President shall be the Chief Executive Officer of the Corporation and shall be responsible for implementing the strategic plans and policies of the Corporation. The President shall, subject to the authority of the Board, have general supervision of the affairs of the Corporation.
- d) Secretary – The Secretary shall attend and be the Secretary of all meetings of the Board, Members and Committees of the Board. The Secretary shall enter or cause to be entered in the Corporation's minute book, minutes of all proceedings at such meetings; the Secretary shall give, or cause to be given, as and when instructed, notices to Members, Directors, the public accountant and Members of Committees; the Secretary shall be the custodian of all books, papers, records, documents and other instruments belonging to the Corporation.
- e) Treasurer – The Treasurer shall have such powers and duties as the Board may specify.

President:

- Coordinate overall activity of the CFFA operations and ensure the same complies with all legal requirements and provisions of the Bylaws and Constitution and the by-laws;
- Report on any EOC meetings;
- Be an ex-officio member of all committees of the CFFA;
- Be the official spokesperson of the CFFA;
- Be responsible for Public Relations;
- Assist Treasurer with budgeting;
- Present an Annual Report at the AGM;
- Serve as the liaison between the CFFA and the Federal Government;
- Enter into any agreement or contract on behalf of the CFFA which has previously approved by the Executive Committee and which is required for the transaction of business;
- Ensure that all motions passed are complied with;
- Maintain CFFA Website and external presence; and
- Keep the board chair informed of CFFA activities.

Secretary

The Secretary shall:

- Hold the Seal of the CFFA;
- Keep accurate, concise and clear minutes of all meetings;
- Distribute and file the minutes of the previous meeting(s);
- Distribute the correspondence of the CFFA under the direction of the President and the Board Chair;
- Ensure that the previous year's AGM minutes are distributed at the next AGM;
- Attend all Executive Meetings and such other meetings as called upon by the Board Chair,
- Maintain an accurate record of all Board of Directors' documentation;
- Distribute proposed changes of Bylaws and policies to Provincial/Territorial; and offices and Directors according to the Bylaw requirements.

Treasurer:

- Keep an accurate record of all financial transactions of the CFFA;
- Arrange and present an annual audited financial report;
- Be aware of the laws and provisions of the Non-Profit Corporations Act and file such Reports as are required with the appropriate officials;
- Comply with the various Labour, Income Tax, Worker's Compensation, Health Care and Unemployment Acts as it relates to withholding employee contributions and make the necessary payments under these Acts;
- Attend all executive meetings;
- Receive and pay all bills;
- Present a financial report at all meetings indicating the current financial position of the CFFA;
- Assist the President in controlling the finances of the CFFA;
- Present a motion to appoint an Auditor at the AGM;
- Present a motion accepting the audited financial statement at the AGM; and
- Be an integral member of the Finance Committee.

SECTION 10: MEETINGS

Board of Directors Meetings

As per the constitution, regular meetings of the Board shall be held no less than once every six months during the fiscal year.

Meetings through electronic means shall be considered valid meetings of the Board of Directors. Guests or observers may attend Board meetings, with the pre-approval of the Board Chair or Vice-Chair.

Meeting Rules

Unless otherwise stated in the CFFA Constitution or CFFA Policy Manual, Robert's Rules of Order will be followed at all meetings of the CFFA.

President's Meeting is convened by the hosting President at the annual CFFA Conference and is attended by the Presidents/Chairpersons of each of the Provincial/Territorial organizations who have membership in the CFFA. An agenda will be created by the hosting President/Chair. The Chairperson of the CFFA will also be in attendance. There is no legal mandate for this committee and it is seen as a tool to help strengthen the relationships between the CFFA and the Provincial / Territorial organizations.

Committee Meeting is held is necessary by each Committee and are convened by the Chairperson of each committee.

The Annual General Meeting is open to the public, however only the Director and 2 Delegates from each of the Provincial/Territorial organizations, who have membership in the CFFA are permitted to present and second motions and to vote on the motions. Voting delegates must have paid personal memberships and they will also be allowed to carry 2 proxy votes.

Special General Meetings are convened by the board chair. Meetings are convened when 66% of the Regular Member Organizations request a meeting in writing. Each Regular Member Organization shall have one vote.

Note: Minutes should be kept for all meetings,

Board Expenditures

Payments may not be made to the members of the Board by the CFFA except under these circumstances:

- Funding may be used to reimburse reasonable travel, meal and accommodation expensed provided the travel is required for CFFA business

- Breakfast \$15.00
- Lunch \$15.00
- Dinner \$25.00
- Mileage \$0.40/km
- Respite \$150.00 maximum per 24 hour period

The President of the CFFA has at their discretion the ability to spend up to a maximum of \$500.00 per year without board approval.

SECTION 11: INVESTIGATIONS

If there is a formal investigation or criminal proceedings into a Board member's household, the member must temporarily step out of his/her position until the conclusion of the investigation and the member has been cleared. A formal investigation is known to a member at the point that he/she receives a letter from the Ministry informing them they are under investigation.

The member shall immediately notify the CFFA Chair or President of the CFFA he/she is unable to fulfill his/her duties for the next thirty (30) days. This information will be kept in the strictest of confidence.

The remaining Board may, after thirty (30) days, appoint a temporary replacement if the investigation has not concluded. The Board will only be informed that a temporary replacement may be required. The temporary appointment will remain in effect until the member has been cleared or the full term of office naturally expires.

Board Discipline

The CFFA is committed to investigating all concerns raised about the conduct of its Directors and taking the appropriate action to address concerns.

Directors on the Board are responsible for the pursuit of the organization's mission and to ensure financial and legal affairs are in order. It is recognized that there may be times when questions may be raised about the conduct of a Board member or members.

In order for any such concern to be addressed by the Board, it must be presented in writing and to the Chair of the Board and the President and include the name and address of the person raising the issue. If the concern is about a member of the EOC then the notice is to be presented to the Chair of the Board. If the complaint is about the Board Chair, then the Vice Chair will address the matter.

The person who is the subject of the complaint will be informed that a complaint has been received and that it is being investigated. The Board Chair and President will review the complaint, take any action that may be required to resolve the matter and advise the Board when the matter has been concluded. The Board has the right to consult with outside resources if necessary to assist with assessment and/or to determine what action may be required. Should the person be a member of the Executive Officer Committee, he/she will not participate in any meeting until the matter is resolved

SECTION 12: BOARD CONTRACTUAL AND ADMINISTRATIVE MATTERS

Signing Approval & Authority

Signing Authorities shall be as outlined in the CFFA Bylaws.

Association Spokesperson(s)

To ensure continuity in messaging and relationships, the primary spokesperson for the organization will be the President of the CFFA on issues related to mission, strategy, policy, organizational matters and on any other delegated matters.

The Chair of the Board remains the primary spokesperson for the Board of Directors in circumstances that may not be delegated, such as at the Annual General Meeting, and for any other matters as determined by the Board from time to time.

The Chair will work with the President of the CFFA to continually foster constructive communications and stakeholder relations.

Any public statement regarding issues that affect all members or incidents must come from the Chair of the Board of the CFFA or designate and / or the President of the CFFA. This includes information around the following:

- Allegations and investigations
- New programs or developments
- Training Packages
- Child Deaths
- Rate/per diem changes.

Appendix A

Conflict of Interest Policy

A. Scope

This policy is intended to apply to the following persons:

- Paid employees at all levels
- Persons elected or appointed to or within the Canadian Foster Families Association, Inc.
- Persons from other organizations or individuals who are employed by the CFFA for specific tasks or services
- CFFA volunteers.

B. Definitions

1. A conflict of interest is a situation in which the personal interests of an individual, or a close associate of such a person, are in conflict with the best interests of the CFFA or the membership it serves. What needs to be assured is that all the individuals are treated equally on the basis of criteria established for all members to the particular segment of the public to which a given activity or benefit may apply.
2. A conflict of interest arises when a person (or the person's immediate family, including spouse, parents, siblings, or children) may benefit or appear to benefit from that position financially, or in some other inappropriate ways.
3. The intent is to prevent employees, individuals from organizations employed by the CFFA for specific tasks, or persons holding elected or appointed positions from using, or appearing to use, their position for private gain for themselves, their family members or for their organizations.

C. Intent of Policy

The guidelines aim at creating a context in which all persons in the CFFA can work with integrity and in freedom.

1. The guidelines have the intent of safeguarding the interest of the CFFA and are subject to the understanding and interpretation of the CFFA.
2. The purpose of the guidelines is to provide guidance to individuals as to when certain involvements are considered appropriate and when they may not be appropriate.

3. The guidelines serve as a preventative measure so that individuals do not inadvertently place themselves in a position of conflict of interest.
4. Individuals will use their best judgment in considering their rights, interests, and responsibilities toward the CFFA.
5. The guidelines are not to interfere needlessly with legitimate personal activities of individuals.
6. The CFFA employees, and others when appropriate, should be aware of the Standards of Conduct outlined in the CFFA Constitution and Personnel Manuals.

D. General Guidelines

Individuals shall not:

1. Place themselves in a position where they are under obligation to any person, business or organization that might benefit or appear to benefit from improper consideration or favour on their part in the discharge of their official duties and responsibilities.
2. Divulge confidential information pertaining to the CFFA to any person, business or organization or use that information for any purpose other than that required to carry out their duties.
3. Have direct or indirect personal business or financial activities that conflict with their official the CFFA duties and responsibilities.

Disclosure

1. Individuals are responsible to immediately inform the CFFA Policy Chair and/or President of the CFFA , of any situation or matter where they have a conflict of interest, the foreseeable potential for a conflict of interest or the appearance of a conflict of interest.
2. Persons who wish to obtain clarification when a situation arises that may appear to conflict with this policy may request such clarification from the Policy Chair and/or the President of the CFFA , of the CFFA.

Resolution

1. The initial action to resolve the conflict of interest at issue will be through discussion with the CFFA Policy Chair and the President of the CFFA .
2. If that fails, it is the responsibility of the CFFA Policy Chair and the President of the CFFA to bring the matter before the Board of Directors.
3. If all attempts at resolving the conflict of interest fail, the ultimate resolution could be discipline up to and including discharge of the individual from employment or from the appointed or elected position or from the assigned or contracted task.

Appendix B

Oath or Declaration of Office

I, _____ , do solemnly and sincerely swear (or solemnly affirm):

1. That I will faithfully and honestly fulfill the duties that devolve on me as a Board Member of the Canadian Foster Family Association, Inc.
2. That I will not use or disclose any matter or information that comes to my knowledge by reason of my elected office to the Canadian Foster Family Association, Inc., including personal information about any individual, unless:
 - (a) that use or disclosure is permitted by *The Freedom of Information and Protection of Privacy Act*; and
 - (b) I have authorization from the CFFA Board of Directors to make that use or disclosure.
3. That I will not discuss or share of any information with third parties upon leaving the Board of Directors of the Canadian Foster Family Association, Inc.

Board Member's Name

Board Member's Signature

CFFA Chair or Vice Chair Signature

Date



CANADIAN FOSTER FAMILY ASSOCIATION

**Membership Application
April 1st 20__ to March 31st 20__**

New Member: _____ **Renewal:** _____

Foster Family: _____ Social Worker _____ Organizational: _____ Provincial/Terr: _____ other: _____

Please Print Legibly

Name(s): _____

Mailing Address: _____

City/Town: _____ Prov/Terr _____ PC: _____

Phone: () _____ Fax: () _____ Email: _____

A Newsletter will be sent electronically 3 times per year. If you prefer a hardcopy sent to you in the mail please indicate here

Membership Fees:

1 Year Personal Membership: \$20.00 6 year Personal Membership: \$100.00

1 year Organizational membership Fee: \$200.00

1 year Provincial/ Territorial Membership Fee: \$400.00

For more information and Method of payment contact:

membership@canadianfosterfamilyassociation.ca

**Thank You for Supporting the
Canadian Foster Family Association!**

For Office Use	
Date Received _____	Fee Received _____
Dated Forwarded _____	Initial _____

Annual General Meeting Standing Rules of Order

The following Rules of Order are designed to facilitate progress at the Canadian Foster Family Association's, Inc. Annual General Meeting, to include members in orderly debate and to ensure, courtesy, fairness, and equality for all:

1. The meeting will be conducted in accordance with the Non-Profit Corporations Act, the Constitution & Policies of the Canadian Foster Family Association, Inc. and Robert's Rules of Order.
2. All speakers will practice justice and courtesy at all times.
3. Members who wish to speak will wait to be recognized by the Chair and begin by stating their name, each time they rise to speak.
4. Debate shall be limited to three (3) minutes for each speaker, for each question, except in moving a resolution when a Member shall be allowed four (4) minutes.
5. Each speaker may speak twice to each question; however, no member may speak a second time, which includes the asking of a follow-up question, unless and until all those who desire to speak a first time have had the opportunity to do so.
6. Comments or questions must be related to the pending motion or report.
7. A majority of Members voting will carry or defeat a motion. A two-thirds (2/3) majority vote is required to carry a Special Resolution.
8. A voting Member has the right to move the previous question (to ask the assembly to close debate and proceed to vote on the pending motion/s). This motion must be seconded and is not amendable or open to debate and requires a two-thirds (2/3) majority vote to adopt. This motion must be introduced from the floor with the speaker waiting his/her turn in the speaking line.
9. Cell phones and pagers shall be silenced during the business meeting. Video camera and recording equipment, other than that approved by the Chair, shall not be permitted in the meeting room.
10. No children shall attend the Annual General Meeting.
11. The Annual General Meeting is for the purpose of transacting the business of the Canadian Foster Family Association, Inc. Issues of a personal nature will not be debated, but may be referred to the appropriate officers or staff.