



**Centre canadien
de l'agrément**

*L'excellence en matière de
services communautaires*

**Canadian Centre
for Accreditation**

*Excellence in
community services*

Governance Policies and Procedures
Revisions Approved February 7, 2024

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CCA Governance Policy Definitions

Assets: those tangible and intangible items required for sustainable operation including but not limited to money, building, equipment, software, intellectual property and reputation.

Complaint: a communication alleging the direct or indirect involvement of the Executive Director in workplace harassment, workplace sexual harassment, workplace violence or wrongdoing, submitted by personnel or others.

Conflict of Interest: To have a conflict of interest is to be in a position to use information, influence and/or resources of CCA for personal benefit, for insurance against personal loss, or for the benefit of other organizations to the detriment of CCA. The personal interest of a Board/Committee member shall also include the personal interest of the Board/Committee member's parents, spouse/partner and children. It is important to note that a "conflict of interest" exists if a board decision could be, or could appear to be, influenced. It is not necessary that influence takes place.

Confidential Information: Information deemed to be confidential includes: business information that is not public information about CCA Participating Organizations, personal information about PO or CCA board members, reviewers and employees; information about CCA's affairs, the disclosure of which might be adverse to the interests of CCA (e.g., information about CCA's internal operations, financial affairs, business dealings and legal matters). Board meeting minutes are confidential to the Board and may only be distributed further with the permission of the Board.

Contingencies: Items to be deemed as contingencies includes: Staff severance - this could include pay out or lay off notice in lieu of payment (ie work through all or some of the notice period), contractual obligations (eg utilities, computer etc), and lease/rental agreements.

Member Associations – These are the corporate members of CCA, which are associations of service providers, as outlined in the CCA Bylaws.

Ownership – The Owners of CCA are all the Member Associations and Participating Organizations (POs).

Participating Organizations (POs) – Organizations that have signed an agreement with CCA to participate in the Accreditation Program or other CCA Services.

Perquisite: A privilege, gain or profit incidental to regular salary or wages, especially one expected or promised.

Personnel: refers to the paid employees (other than the Executive Director), independent contractors, reviewers, and volunteers of CCA.

Vexatious: causing or tending to cause annoyance, frustration or worry

Workplace Harassment: engaging in a course of vexatious comment or conduct against a staff, by a stranger, client, student, staff of CCA, staff from another organization, CCA business

contact, volunteer, supervisor, intimate partner or family member, in the workplace that is known or ought reasonably to be known to be unwelcome. This includes but is not limited to:

- a) Acts of harassment under the Ontario Human Rights Code, where the harassment is based on race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, disability, age, marital status, family status or record of offenses.
- b) Sexual harassment which includes:
 - i. Engaging in a course of vexatious comment or conduct against a staff in the workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought to reasonably be known to be unwelcome, or
 - ii. Making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the staff and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.
- c) Psychological or personal harassment, which is humiliating, intimidating or abusive behaviour, including but not limited to:
 - i. Malicious or intimidating gestures or actions, including breaking or throwing things;
 - ii. Threats, coercion and bullying;
 - iii. Verbal assault or aggression including yelling and screaming;
 - iv. Taunting or ostracizing;
 - v. Threatened physical assault;
 - vi. Humiliation, insults, rudeness;
 - vii. Gossip or slander;
 - viii. Social isolation;
 - ix. Personal attack on a person's private life and/or personal attributes;
 - x. Excessive criticism;
 - xi. Over-monitoring of work; and,
 - xii. Withholding information or job responsibilities.

Workplace harassment does not include any reasonable action taken by the Executive Director or a manager related to the management and direction of staff.

Workplace sexual harassment:

- engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or
- making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome

Work related violence:

- The exercise of physical force by a person against personnel, in a workplace, that causes or could cause physical injury to the person
- An attempt to exercise physical force against a person, in a workplace, that could cause physical injury to the person
- A statement or behavior that it is reasonable for personnel to interpret as a

threat to exercise physical force against the person, in a workplace, that could cause physical injury to the person.

Wrongdoing:

- A violation or suspected violation of any federal or provincial Act or regulation.
- Improper or fraudulent financial reporting or accounting practices.
- Unethical business conduct in contravention of CCA's policies.
- Conduct or practices that present a danger to the health, safety or well-being of CCA personnel or third parties.
- Conduct or practices that present a danger to the reputation or financial health of CCA.



Section	ENDS Policies
No.	E - 01
Title	E - 01 - Objects, Vision, Mission, Values and Principles
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	February 22, 2017 November 27, 2019 July 6, 2022
Date Reviewed	November 27, 2019 December 2, 2020 May 3, 2023

1. **The objects of the Canadian Centre for Accreditation (CCA)** as stated in the Bylaws are:
 - 1.1. To provide leadership in issues of quality management in the human services sectors.
 - 1.2. To contribute to the body of knowledge regarding healthy organizations and quality management.
 - 1.3. To promote organizational learning and capacity for service responsiveness, collaboration and effectiveness.
 - 1.4. To provide an accreditation resource and assist organizations to enhance their accountability and credibility.
2. **The vision of CCA is** working together to strengthen community-centred health and social services for all.
3. **The mission of CCA is to** assure quality and continuous improvement through the provision of excellence and leadership in community accreditation services.
4. **The values of CCA include:**
 - 4.1. Continuous Learning and Improvement: We pursue continuous learning and improvement towards excellence and innovation.
 - 4.2. Meaningful Collaboration: We inclusively engage the diverse organizations we serve, as well as other CCA stakeholders, in dialogue to shape our mission, goals and services.
 - 4.3. Inclusion and Equity: We value the diverse contributions of our stakeholders and strive to promote inclusive environments and elimination of systemic barriers to equity.
 - 4.4. Responsible Stewardship: We manage CCA resources ethically, transparently and responsibly, in order to ensure its sustainability.
 - 4.5. Accountability: We hold ourselves accountable for the quality of our work and the achievement of established outcomes that are aligned with our values.
5. **Principles underpinning the CCA Accreditation Program include:**
 - 5.1. Objective and fair accreditation practices applied with sufficient flexibility to recognize the unique circumstances of organizations being reviewed;
 - 5.2. standards that are challenging and achievable by diverse organization types and sizes;

- 5.3. standards that balance fostering quality improvement/learning/creativity and risk management;
- 5.4. clear and transparent accreditation expectations;
- 5.5. recognition of strengths and successes of organizations in addition to areas for development;
- 5.6. facilitation of value-added learning and ongoing quality improvement.



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Section	ENDS Policies
No.	E - 02
Title	E - 02 - ENDS
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	November 27, 2019 July 6, 2022
Date Reviewed	March 22, 2017 November 27, 2019 December 2, 2020 May 3, 2023

Mega END:

Community-based health and social service organizations in Canada are strengthened through CCA accreditation.

Sub-ENDS:

1. Accreditation Resources
 - 1.1. Participating Organizations have increased knowledge re healthy organizations & quality improvement through access to high quality accreditation-related resources..
 - a Accreditation resources are enhanced for Participating Organizations.
2. Quality of Accreditation Program
 - 2.1. Participating Organizations sustain continuous improvement and increased knowledge through a high-quality accreditation program with approved standards for governance.
 - a International Society for Quality in Health Care (ISQua) accreditation is achieved and maintained.



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Section	ENDS Policy
No.	E-03
Title	E - 03 - Accreditation Foundations and Approach
Approval date	May 30, 2012
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	November 27, 2019 December 2, 2020 July 5, 2023

This policy outlines the philosophical foundations of the CCA's Accreditation program. CCA believes that organizations participating in accreditation will become more effective at achieving positive outcomes for and with the people and communities served.

1. Foundations of the Content of CCA's Standards

CCA Standards are based on the following elements of excellence in service provision by community-based organizations:

- 1.1. a drive to improve outcomes for and with people and communities served;
- 1.2. a focus on people and communities served; respect for their dignity and diversity;
- 1.3. a strength-based approach to service delivery, recognizing the social and physical environments that impact people's well-being and health;
- 1.4. a commitment to equity and to actively addressing barriers to service;
- 1.5. integration of continuous learning, improvement and innovation;
- 1.6. decision making that is evidence informed;
- 1.7. safe services and work settings;
- 1.8. efficient use of resources to achieve outcomes;
- 1.9. social and ethical responsibility;
- 1.10. accountability and transparency.

2. CCA's Approach to the Accreditation Process

The accreditation process is based on key strategies including:

- 2.1. Provision of supportive educational resources for accreditation;
- 2.2. organizational self-assessment in relation to CCA standards;
- 2.3. reviewers who are carefully screened and selected and who are supported by consistent procedures and training;
- 2.4. review teams that bring knowledge about community-based services, the service area of the organization being reviewed, as well as an objective perspective from outside of the organization's service sector;
- 2.5. a site visit process that provides opportunities to demonstrate achievement of standards;
- 2.6. evidence-informed feedback to organizations that includes an evaluation of the organization's achievement of accreditation standards, highlights observed strengths and identifies areas for further development and improvement;
- 2.7. granting of a four-year accreditation with possibility of applying for a maximum of a one-year extension if extenuating circumstances are demonstrated;

- 2.8. opportunity for an organization to provide feedback to CCA on the accreditation process and, to appeal an accreditation decision through an objective process
 - 2.9. support for continuous improvement through an annual reporting process and ongoing consultation throughout the accreditation cycle.
3. Organizations are eligible to participate in CCA's Accreditation Program if the organization:
 - 3.1. Offers community-based health, social and other human services in Canada, and may be either incorporated or not incorporated, non-profit or for-profit;
 - 3.2. agrees to work toward achieving both CCA's general standards on organizational governance, management and leadership, as well as standards related to at least one service/program area;
 - 3.3. has been delivering services for at least two years, and the programs to be accredited have been offered for at least one year;
 - 3.4. where CCA uses service or program standards owned by another organization, the owner organization may impose further eligibility requirements in addition to those outlined above.



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Section	Governance Process Policies
No.	GP - 01
Title	GP - 01 - Global Governing Process
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	February 22, 2017 November 27, 2019
Date Reviewed	September 27, 2017 November 27, 2019 December 1, 2021 February 1, 2023 February 7, 2024

The Board, on behalf of the owners, will ensure that CCA achieves Ends consistent with the objects in its Letters Patent and CCA's Mission, Vision and Values. The Board shall comply with all federal, provincial and regional legislation and regulations governing CCA's corporate structure and operations.



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Section	Governance Process
No.	GP - 02
Title	GP - 02 - Governing Style
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	February 22, 2017 November 27, 2019 February 7, 2024
Date Reviewed	September 27, 2017 November 27, 2019 December 1, 2021 February 1, 2023 February 7, 2024

The Board of CCA will approach its work in a manner that emphasizes outward vision of the future, rather than an internal preoccupation; encourages a diversity of and tolerance for a variety of viewpoints; commits to obtaining input and feedback from its members; focuses on strategic leadership rather than administrative detail; maintains a clear distinction of Board and Executive Director roles; and, acts proactively, rather than reactively.

In this spirit, the Board will:

1. serve the interests and needs of the members;
2. focus primarily on long-term results the organization intends to create for its members, not on the administrative or programmatic means of attaining these results;
3. be accountable to its members for competent, conscientious and effective accomplishment of its obligations; it will allow no officer, individual or committee of the Board to usurp this role or hinder this commitment;
4. direct, inspire and control the organization through the establishment of board policy, and as such be an initiator of relevant board policy, not merely a reactor to staff initiatives;
5. cultivate a sense of group responsibility and teamwork through the appreciation and use of individuals' strengths and capacities to enhance the board's collective work;
6. monitor and regularly discuss the Board's own governance process and performance with a view to ensure continuous growth/development/improvement; continual Board development will include orientation of new members in the Board's adopted governance process, commitment to anti-oppression and periodic Board discussion of process improvement.
7. work from an anti-oppressive approach that encourages respect, tolerance, diversity and equality, in particular:
 - 7.1. take an anti-oppressive approach embedding anti-oppression in all aspects of its governance policies, processes and practices;
 - 7.2. increasing access, participation, equity, inclusiveness and social justice by eliminating systemic barriers to full participation;

- 7.3. promoting positive relations and attitudinal change by creating a climate where discriminatory or oppressive behaviours are not tolerated;
- 7.4. fostering an organization that is inclusive and reflective of its owners consistent with the national and provincial Human Rights legislation;
8. monitor and review the board's process and performance; self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-Executive Director Relationship categories;
9. allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling group obligations.



Section	Governance Process
No.	GP - 03
Title	GP - 03 - Board Role/Job Contributions
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	February 22, 2017 November 27, 2019 December 1, 2021
Date Reviewed	September 27, 2017 November 27, 2019 December 1, 2021 February 1, 2023

The job of the Board is to make certain contributions that lead the organization towards the desired performance and ensure that such performance occurs. The Board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. Furthermore, board members, both individually and collectively, bring with them skills, expertise, knowledge, relationships and political connections that, when appropriate, may be considered as assets to the organization and a resource to the Executive Director.

Consequently, the job contributions of the Board include:

1. establishing a link between the organization and its Members and Participating Organizations and Community Stakeholders;
2. writing, monitoring compliance on an annual basis, reviewing content every four years and revising as needed, governing policies that, at the broadest levels, address:
 - 2.1 Ends: What benefits, for which people, at what cost. Organizational products, effects, benefits, outcomes, recipients and their relative worth (what good, for which needs, at what cost).
 - 2.2 Governance Process: Specification of how the Board conceives, carries out, monitors and evaluates its own task.
 - 2.3 Board-Executive Director Relationship: How power is delegated, and its proper use monitored.
 - 2.4 Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which lies the acceptable arena of executive activity, decisions and organizational circumstance.
3. Recruiting new Board members to fill upcoming vacancies.
4. annually appointing up to five signing officers
5. hiring the Executive Director and assuring, through monitoring and evaluation, the Executive Director performance;
6. contributing in-kind expertise, skills, knowledge, energy and connections that support the Executive Director's work in relation to attaining the Ends or adhering to Executive Limitations; these may be made available to the organization, however, they are never forced or imposed.



Section	Governance Process Policies
No.	GP – 04
Title	GP - 04 - Directors' Code of Conduct
Approval date	May 30, 2012
Approved by	Board of Directors
Dates of revision	June 20, 2014 February 22, 2017 September 27, 2017 May 18, 2018 November 27, 2019
Date Reviewed	July 12, 2019 June 27, 2018 November 27, 2019 June 7, 2023

The Board commits itself and its members to ethical, anti-oppressive, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as board members consistent with the CCA's Mission, Vision, Values and Principles. Annually, each CCA Board member is expected to sign a declaration agreeing to comply with this Code of Conduct.

1. Directors must represent un-conflicted loyalty to the interests of the CCA. This accountability supersedes any conflicting loyalty that includes, but is not limited to, personal interest, advocacy, volunteer activities, business activities, as well as membership on other boards or personnel. This accountability supersedes the personal interest of any board member acting as a consumer of the organization's services.
2. Directors are accountable to exercise the powers and discharge their duties honestly, with integrity and in good faith. Directors shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. If a Director does not express dissent about a board motion/decision, either at the board meeting or within seven days of receiving the minutes of a meeting they did not attend, it is assumed that they approved the board decision. (as per Canadian Not-for-Profit Corporations Act)
3. Directors will uphold of the values of the organization consistent with expectations under the organization's policies and legislation. Conduct that is inconsistent with the CCA's mission, vision, values and principles may be grounds for removal of a director.
4. Directors must avoid any conflict of interest with respect to their financial and fiduciary responsibilities.
 - 4.1. There must be no self-dealing or any conduct of private business or personal services between any Director and the organization, except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.
 - 4.2. Directors must not use their positions to obtain for themselves, family members or close associates, employment within the organization.
 - 4.3. No one shall be considered for a paid position in the organization while remaining as a member of the board.
 - 4.4. Directors, their family members, and business associates are prohibited from entering into any contract or transaction with CCA, except as explicitly set forth in board policy, unless:
 - 4.4.1 The contract or transaction results from a fair bidding process; and

- 4.4.2 The Directors has declared the conflict of interest; and
 - 4.4.3 The Director has withdrawn from all board and CCA discussions and deliberations relating to the contract or transaction and refrained from voting on the matter.
 - 4.5 If an unavoidable conflict of interest occurs, the Director involved shall absent themselves from all deliberation and decision making regarding the issue.
5. Should a Director perceive a conflict of interest they shall immediately declare the perceived conflict to the Board. The Board shall determine how to resolve the conflict.
 6. Harassment will not be tolerated.
 7. Directors may not exercise individual authority over the organization, the Executive Director or staff except as explicitly set forth in Board policies.
 - 7.1. Directors' interaction with the Executive Director or staff must recognize the lack of authority of any individual Director or group of Directors, other than as set out below, Directors shall not engage in direct communications with CCA staff about CCA operational matters:

Board Meetings: Where CCA staff participate in board meetings at the invitation of the Executive Director, Directors may ask questions relating to the subject matter of such participation. Questions beyond such subject matter shall be directed to the Chairperson, who may refer the question to the Executive Director. The Chairperson may also defer a response based on their responsibility to ensure the effectiveness of the meeting. Directors wishing additional information after the meeting should direct questions to the Chairperson.

Committee Meetings: The Chair of a Board Committee may communicate directly with the member(s) of CCA staff assigned to support the work of the Committee (the "Staff Liaison"). Communications between a Committee Chair and the Staff Liaison shall be limited to the administration of the Committee, and the Executive Director should be included in all correspondence between the Committee Chair and the Staff Liaison. Other Board Committee members should not communicate directly with the Staff Liaison unless the administration of the Committee so requires.
 - 7.2. Directors' interaction with the public, media, organizations being accredited, or other entities must recognize the same limitation and the similar inability of any Director to speak on behalf of the Board or CCA.
 - 7.3. Directors will make no judgments of the Executive Director or staff performance, except for participation in board deliberation about whether the Executive Director has made a reasonable interpretation of a policy or when Executive Director performance is being assessed against explicit board policies through the monitoring process.
 - 7.4. Directors shall not facilitate or encourage direct communication from staff who are attempting to bypass administration. The Director shall encourage the staff to utilize reporting lines within the administration to bring their concerns to the Board.
 8. Directors are expected to take personal responsibility for the accomplishment of board tasks and duties. This may include, but is not limited to, attendance, declaration of conflict of interest and participation in Board activities.
 9. Directors shall be familiar with the incorporating documents, by-laws, regulations, and policies and procedures of the Board, as well as the proper conduct of a meeting, so that board work can be accomplished in an efficient, effective and knowledgeable manner.

10. Directors shall participate in any board training and education that will assist them with fulfilling their responsibilities.
11. Directors shall come prepared for Board discussions and deliberation.
12. Directors shall attend meetings on a regular and punctual basis. A Board member who fails to attend three consecutive meetings without prior leave from the Board shall be deemed to have vacated their office.
13. Directors shall respect the confidentiality appropriate to all Confidential Information, as defined above, to which they become privy as a result of their role as a CCA Director. This obligation extends beyond the end of the tenure of board members.
14. When an individual Director is acting in the role of a resource or asset to the organization, direction will be taken from the Executive Director. However, this cannot be in violation of any board policy.
15. A Director who is alleged to have violated the Code of Conduct will be informed in writing and shall be allowed the opportunity to present their views at the next board meeting. The Director(s) alleging violation shall be identified. Once each party's views are presented, they will absent themselves from the meeting and the remaining Directors shall decide what will be done by a majority vote. However, as per By Law Clause 10.11.c, if the Board chooses to remove a Director, it must be done by the affirmative vote of at least two thirds (2/3) of directors in office at the time of the duly constituted meeting of the board called to consider this matter.



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Section	Governance Process Policies
No.	GP – 05
Title	GP - 05 - Board Chair Role
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	August 21, 2014 November 27, 2019
Date Reviewed	July 12, 2019 November 8, 2017 February 22, 2017 February 2, 2016 November 27, 2019 June 7, 2023

The role of the Board Chair is, primarily, the integrity of the board's process and, secondarily, occasional representation of the Board to outside parties. The Chair is the only Director authorized to speak for the Board, other than in rare and specifically authorized instances.

1. The role of the Chair is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization. The Board Chair needs to be familiar with Robert's Rules of Order and how they apply, as needed.
 - 1.1. Meeting discussion content will only be those issues that, according to board policy, clearly belong to the board to decide, not the Executive Director.
 - 1.2. Information that is neither for monitoring performance nor for board decisions will be avoided or minimized.
 - 1.3. Deliberation will be timely, fair, orderly and thorough, but also efficient, limited to time and kept to the point.
 - 1.4. Roberts' Rules are observed, except where the board has superseded them.
 - 1.5. Directors Code of Conduct is adhered to.
2. The authority of the Chair consists only in making decisions on behalf of the Board that fall within and are consistent with any reasonable interpretation of board policies on Governance Process and on the Board- Executive Director Relationship.
 - 2.1. The Chair is empowered to chair board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).
 - 2.2. The Chair shall facilitate balanced participation inclusive of diverse voices.
 - 2.3. The Chair has no authority to make decisions beyond policies created by the board. The Chair has no authority to supervise or direct the Executive Director, unless delegated by the Board.

- 2.4. If the Chair acts outside the prescribed authority, it is the responsibility of the Board to monitor and correct such actions.
3. The Chair may represent the Board to outside parties either in simply announcing Board-stated positions or in stating Chair decisions and interpretations within the area delegated to him or her (Governance Process and Board-Executive Director Relationship policy areas, consistent with Board policies therein).
4. The Chair with the Secretary or other officers appointed by the Board for the purpose shall sign all by-laws, special resolutions and membership agreements (as per Bylaws Clause 18.2.b).
5. The Directors may give other duties and powers to the Chair from time to time.



Section	Governance Process Policies
No.	GP - 06
Title	GP - 06 - Executive Position Descriptions
Approval date	May 30, 2018
Approved by	Board of Directors
Dates of revision	November 27, 2019 December 1, 2021
Date Reviewed	May 30, 2018 November 27, 2019 December 1, 2021 June 7, 2023

This policy is to support Policy GOV-06 Board Chair Role by providing job descriptions for the executive positions of the Board including Chair, Vice Chair and Secretary Treasurer; and to provide guidance to the Governance Committee in reviewing candidates for executive positions.

1. Board Chair

1.1. **Qualifications and Functional Knowledge:** In the normal course, the Board Chair will have fulfilled the position of Vice Chair prior to appointment as Chair. In any event, the Board Chair must be a Director with the following qualifications and functional knowledge:

- previous board governance experience
- minimum of 3-5 years in a leadership role within business, government, philanthropy, or the non-profit sector
- experience with the Policy Governance Model
- strong communication skills (written and verbal) including public speaking skills

1.2. **Responsibilities:** In addition to the general responsibilities of all directors, the Board Chair:

- is willing and able to commit approximately 120-140 hours per year, including meeting preparation, chairing board meetings, performing/overseeing committee work, attending board and CCA events, participating in board development and training, representing the Board and CCA in advocacy and other initiatives.
- upholds the requirements of Board Governance Policy GOV-06 Role of the Chair, embracing the principles of board holism, strategic thinking, effective decision-making, active monitoring and community representation.
- ensures that the Board adheres to CCA Bylaws, board policies and procedures, and applicable legislation.
- mentors and coaches the Vice Chair, and other directors to provide for succession planning.
- chairs meetings within the commonly accepted authority of that position.
- represents CCA and the Board to outside parties.
- is available and willing to respond to organizational demands in a timely manner
- works collaboratively with the Executive Director or other designated staff to support the Board
- raises any board concerns with the Executive Director as required
- leads the Board and encourages the board's role in strategic planning
- addresses any code of conduct issues, as per policy
- is a signing officer of CCA
- receives and sends correspondence on behalf of the Board
- participate in the Executive Director Performance appraisal process

- 1.3. Competencies/Attributes: To effectively carry out this role, the Board Chair should have the following competencies and attributes:
- exhibits political and diplomacy skills, and a natural affinity for cultivating relationships and persuading, convening, facilitating, and building consensus among diverse individuals
 - personal integrity and credibility, and a commitment to the value and improvement of the accreditation process
 - be approachable and responsive

2. Vice Chair

- 2.1. Qualifications and Functional Knowledge: The Vice Chair must be a Director with the following qualifications and functional knowledge:

- minimum of one year's experience as a Board Member
- strong communicator with public speaking ability
- previous Board experience.

- 2.2. Responsibilities: In addition to the general responsibilities of all directors, the Vice Chair:

- is willing and able to commit a minimum of 80-100 hours per year including attending board meetings, participating on board committees, attending Board and CCA events, and participating in Board development and training
- will support the Chair in ensuring that the Board adheres to CCA Bylaws, board policies and procedures, and applicable legislation
- is willing and able to assume the role of board chair at the end of the chair's term
- participates in the Executive Director Performance appraisal process
- will chair the governance committee
- is a signing officer of CCA
- performs Board Chair responsibilities in the absence of the Chair and chairs at least one board meeting in a year
- is willing and available to shadow the Chair in their public role as needed

- 2.3. Competencies/Attributes: To effectively carry out this role, the Board Vice Chair should have the following competencies and attributes:

- capacity to develop required skills and knowledge to assume the role of the Chair
- motivation and commitment to learn
- willingness to be mentored and coached, open to feedback

3. Board Secretary-Treasurer

- 3.1. Qualifications and Functional Knowledge: The Board Secretary-Treasurer must be a director with the following qualifications and functional knowledge:

- familiarity with and proficiency in reviewing and understanding not-for-profit financial statements and legislation impacting their financial operations
- financial audit experience
- previous board experience

- 3.2. Responsibilities: In addition to the general responsibilities of all directors, the Board Secretary-Treasurer:

- is willing and able to commit a minimum of 40-60 hours per year including attending board meetings, participating on board committees, attending board and CCA events board development and training, and other special meetings as required

- chairing the Board Audit and Finance Committee
- presenting the audited annual financial statements to the members at the AGM
- providing advice and support to the Executive Director or designate on behalf of the Board as required
- ensuring development and review of Board financial policies and procedures as required
- is a signing officer of CCA
- mentoring the incoming Secretary-Treasurer

3.3. Competencies/Attributes To effectively carry out this role, the Board Secretary-Treasurer should have the following competencies and attributes:

- understanding of risk management and the role it plays in financial governance
- diligent and detail-oriented
- communication skills and ability to translate complex financial data/statements into understandable information



Section	Governance Process Policies
No.	GP - 07
Title	GP - 07 - Board Committees
Approval date	May 30, 2012
Approved by	Board of Directors
Dates of revision	February 27, 2019 November 27, 2019
Date Reviewed	November 27, 2019 December 2, 2020 November 2, 2022 November 1, 2023

This policy applies only to committees that are formed by board action. It does not apply to committees formed under the authority of the Executive Director. The Board will establish a structure that enables the Board to get its job done.

1. Standing Committees will be used sparingly, and ad hoc committees may be struck for specific purposes and only when needed.
2. The Board will appoint directors to the Standing Committees of the Board, as per their Terms of Reference.
3. All committees are responsible to the Board.
4. The chair of each committee will be a member of the Board of Directors, chosen by the committee.
5. The functions of the chair of a committee will include the following:
 - 5.1. Ensure that the meeting is chaired in a fair and efficient manner, including starting and adjourning meetings on time.
 - 5.2. Ensure that the minutes of the meeting reflect the decisions made.
 - 5.3. Ensure the committee develops a work plan.
 - 5.4. Provide an opportunity for all committee members to participate in the discussions of the meeting.
 - 5.5. Encourage diversity of opinion and creativity among committee members.
6. Each committee will have well-defined, written terms of reference, developed by the Board, consistent with the By-Laws where applicable, prior to implementation. The terms of reference will address the following:
 - 6.1. Mandate/purpose;
 - 6.2. accountability and authority;
 - 6.3. decision-making process;
 - 6.4. number of members and term;
 - 6.5. composition/membership;
 - 6.6. scope/responsibilities/tasks.



Section	Governance Process Policies
No.	GP - 08
Title	GP - 08 - Quality Committee Terms of Reference
Approval date	November 27, 2019
Approved by	Board of Directors
Dates of revision	November 27, 2019 November 4, 2021 November 17, 2022 November 8, 2024
Date Reviewed	December 2, 2020 November 4, 2021 November 17, 2022 January 10, 2024

In addition to the terms outlined in GP – 07 Board Committees, the Quality Committee will be guided by the following:

1. **Mandate:** To advise the Board on the oversight of the Executive Director on the quality of CCA’s Organizational Health, based on Organizational Ends.
2. **Accountability and Authority:** Makes recommendations to the Board for approval.
3. **Decision making process:** 50% plus 1 vote on decisions and recommendations for the CCA Board.
4. **Term:** One-year renewable term with no limitations on renewal.
5. **Frequency of Meetings:** The committee will meet on a quarterly basis (at minimum and more frequently if required) or upon special request of the Executive Director or the Board.
6. **Composition:** Member are appointed by the Board according to the following:
 - 6.1. Chaired by a director, according to bylaws;
 - 6.2. Should have a minimum of three (3) members including the Chair; and,
 - 6.3. The Executive Director acts as non-voting ex-officio member.
7. The Committee may request outside resources to assist with its work, as needed and approved.
8. **Responsibilities/Tasks:**
 - 8.1. Oversee and receive quarterly reports ENDS monitoring report and make recommendations to the Board as appropriate
 - 8.2. Oversee and receive quarterly reports on the health of the organization, as defined by the Committee annually in the Balanced Scorecard, and make recommendations to the Board as appropriate;
 - 8.2.1. The Balanced Scorecard will monitor the achievement of quality goals and targets, including but not limited to the following areas: service delivery; organizational fiscal responsibility; health for people (employees and reviewers); internal learning and growth; and equity, diversity and inclusion.

- 8.3. Make recommendations to the Board about changes and new areas needed in Governance Policies that provide guidance and oversight of the health of the organization;
- 8.4. Review Committee Terms of Reference on an annual basis and make recommendations to the Board regarding any needed changes;
- 8.5. Evaluate the work of the Committee on an annual basis and create a workplan for the coming year that will be integrated into the Board's workplan.

Section	Governance Process Policies
No.	GP - 09
Title	GP - 09 - Governance Committee Terms of Reference
Approval date	November 27, 2019
Approved by	Board of Directors
Dates of revision	November 2, 2022
Date Reviewed	November 27, 2019 December 2, 2020 November 2, 2022 November 1, 2023

In addition to the terms outlined in GP – 07 Board Committees, the Governance Committee will be guided by the following:

1. **Mandate:** To provide leadership in development of the CCA corporate structure (i.e., corporate membership, board composition, bylaws, governance policies and practices), and with board self-evaluation and development processes; and to provide leadership in, and oversee, the nominations and election process for directors and officers.
2. **Term:** One-year renewable term with no limitations on renewal
3. **Composition:** Members are appointed by the Board according to the following:
 - 3.1. Chaired by the Board Chair, according to bylaws;
 - 3.2. Quorum shall be majority of the members;
 - 3.3. Should have a minimum of four (4) members including the Chair
 - 3.4. Executive Director acts as non-voting ex-officio member
4. The Committee may request outside resources to assist with its work.
5. **Responsibilities/Tasks:**
 - 5.1. Develop board self-evaluation tools for board approval, oversee their implementation, analyze results and make recommendations
 - 5.2. Create an agenda for board development and oversee its implementation (e.g., discussion of CCA governance model; education of board members re roles and responsibilities).
 - 5.3. Design orientation processes for new board members and ensure implementation.
 - 5.4. Review policies and applications related to membership.
 - 5.5. Review governance policies and practices and recommend changes as needed.
 - 5.6. Implement the board nomination and election process as follows:
 - 5.6.1. Review policies governing the board nomination and election processes on a regular basis and ensure nominations and elections are in accordance with by-laws and policy (e.g., monitor rotation of directors).
 - 5.6.2. Lead the board through a process of assessing skills, knowledge and representation necessary to serve CCA in future as well as an inventory of existing board members skills, knowledge and representation so that targeted board recruitment can occur.
 - 5.6.3. Develop and implement candidate screening criteria and processes and present eligible candidates to the board.
 - 5.6.4. Manage the board election process at the Annual General Meeting (AGM) of members.

- 5.7. Manage the executive election process at the first board meeting following the AGM.
- 5.8. Evaluate the work of the committee on an annual basis and create a workplan for the coming year that will be integrated into the board's workplan.

Section	Governance Process Policies
No.	GP - 10
Title	GP - 10 - Finance and Audit Committee Terms of Reference
Approval date	November 27, 2019
Approved by	Board of Directors
Dates of revision	November 2, 2022 January 10, 2024
Date Reviewed	November 27, 2019 December 2, 2020 November 2, 2022 January 10, 2024

In addition to the terms outlined in GP – 07 Board Committees, the Audit and Finance Committee will be guided by the following:

1. **Mandate:** A standing committee of the Board, to provide financial and external audit oversight and recommendations to the Board of Directors on matters related to financial management and asset management, including: the annual operating budget, internal financial statements, the audit of the financial statements, financial governance policies and fiscal plans, and policies and recommendations for the investment of funds to support the board’s fiduciary responsibilities and within the parameters of the governance policies.

2. **Responsibilities:**

2.1. Finance Policies, Internal Controls and Compliance

- The Finance Committee is tasked with setting governance policies with respect to financial risk management, internal controls, and financial policies
- Oversee the Financial Executive Limitations Policies and monitor the Executive Limitations Reports related to them
- On an ongoing basis the Committee monitors adherence to these policies, as well as other requirements such as restrictions imposed by funders on certain assets or expenses.

The Committee also monitors compliance with respect to the organization’s remittance of payments, government reporting, and government reporting and other legislative requirements.

2.2. Board Financial Knowledge

- Presenting quarterly financial reports and coaching members of the board to understand the statements
- Making recommendations on key issues:
 - annual budget
 - financial goals and status
 - accumulation and preservation of reserves
 - long-term financial planning

2.3. Short to Long-term Financial Planning

- Setting short and long-term financial goals for the organization including:

- revenue
- cost
- capital and reserves
- Ensuring long-term forecasts of income and expenditure
- Analyzing strengths and vulnerabilities of the business model to strengthen resilience
- Determining financial implications of the strategic plan

2.4. Financial Oversight

- Analyzing quarterly statements to ensure performance against the plan and the budget
- Ensuring adequate funds are available to deliver on programs, operations, and capital projects
- Reviewing the annual budget and cash flow
- Proactively anticipating financial challenges and notifying the board of directors upon awareness of financial challenges
- Working in collaboration with the ED to develop corrective strategies to preserve and protect assets and programming
- Proactively managing deficits and debt to protect the organization from risk
- Safeguarding the organization's assets, by ensuring proper insurance coverage and other risk mitigants are in place

2.5. Annual External Audit

- Review the findings of the audit with the external auditor and make recommendations to the Board on the approval of the audited financial statements
- Review the auditors 'Management Letter' and make any necessary recommendations to the Board
- Consider the appointment, re-appointment or removal of the external auditor and oversee the selection process for a new auditor where required; making recommendation to the Board.
- Review and make recommendations to the Board concerning auditors' remuneration

3. **Frequency of Meetings:** The committee will meet on a regular basis (quarterly at minimum and more frequently if required or upon special request of the Executive Director or the Board.
4. **Membership and Term:** Membership will include a minimum of three directors, one of whom must be the Secretary/Treasurer who will be the Chair. The term is 2 (two) years. The Executive Director, Administrative Assistant and senior financial officer are non-voting members of the committee and support the committee's work.
5. **Decision-Making:** 50% plus 1 vote required on decisions and recommendations for the Board.
6. **Minutes of meetings** and reports will be retained by the Executive Director and made available to the board and committee members on request.

7. **Accountability and Authority:** Committee reports to the Board will be completed by the committee chair, at regular intervals and contain the following:
 - 7.1 a statement of the board-level issues under consideration;
 - 7.2 a list of positions, perspectives and other options the Board might consider and any material costs or other consequences of those options; and,
 - 7.3 recommendations to the Board on any matter referred from the Board.
8. The Committee shall annually review its Terms of Reference and recommend to the Board any amendments.



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Section	Governance Process Policies
No.	GP – 11
Title	GP - 11 - Board Recruitment, Selection and Succession Planning
Approval date	May 30, 2012
Approved by	Board of Directors
Dates of revision	August 21, 2014 November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 March 1, 2023

The Board recognizes that effective board governance requires that the current Board ensures that the organization is always governed by capable leaders. The Board believes that individuals with the necessary skills and expertise to contribute to the governance of CCA exist within all segments of society and that it is our responsibility to reach out to groups that are underrepresented to encourage their inclusion.

In keeping with the Board's commitment to the long-term viability and strength of CCA and the validity of its governing body, the Board will plan for its succession and implement a board-recruitment process to be carried out by the Governance Committee.

1. The CCA Board consists of a minimum of four and maximum of 15 directors. Within this range, at any given time, the board shall be comprised of a fixed number of directors as determined from time to time by the members by ordinary resolution or, if the ordinary resolution empowers the directors to determine the number, by resolution of the Board.
2. At the AGM, the Founding Members elect four Founding Member directors and all the Members, including Founding Members, elect the other Directors at the annual general meeting. The Board may also appoint directors in between AGMs as outlined in Bylaw clauses 14.6 and 14.7. Any such appointed director shall hold office for a term expiring not later than the close of the next annual general meeting of members.
3. On an ongoing basis, the Board will plan for its development, succession and the recruitment of new board members.
4. The Governance Committee will be tasked by the Board to identify the needs of the board and to lead the recruitment of potential directors who would complement the collective skill, knowledge and perspectives of the Board. The Governance Committee will take proactive steps to increase diversity to align with CCA values.
5. The Governance Committee will annually recruit members to fill vacant elected positions and follow the expectations of the By Laws.
6. The Governance Committee will recommend potential candidates to the Board who will present a slate of individual candidates to the membership for election. A biographical sketch will be provided to the Board on each potential candidate.
7. With respect to Officers of the Board, the Governance Committee will take a lead role in reviewing who the current officers of the Board are and in developing a succession plan for the Board. Factors that will be taken into consideration include:

- 7.1. No director can hold a single officer position for longer than three years before they must vacate that position.
- 7.2. The officers shall be elected by the Board from amongst their number at the first meeting of the Board after the annual general meeting.



Section	Governance Process Policies
No.	GP – 12
Title	GP - 12 - Orientation of New Directors
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	November 2, 2022
Date Reviewed	November 27, 2019 April 7, 2021 November 2, 2022 November 1, 2023

The orientation of new directors is a process and not a single event. The Board will ensure that a new director, either elected or appointed, receives formal orientation and training to undertake their responsibilities prior to attendance at their first board meeting and as part of the process, new directors will be paired with a mentor.

1. New directors will receive access to the CCA Governance Policies and be required to participate in a board orientation session that, at a minimum, addresses the following topics:
 - 1.1. Governance Framework
 - 1.1.1. policy governance: overview;
 - 1.1.2. governing documents: by-laws; board policies.
 - 1.2. Roles, Responsibilities and Accountability
 - 1.2.1. functions and responsibilities of the Board of Directors;
 - 1.2.2. liabilities of boards.
 - 1.3. Policy Governance Process
 - 1.3.1. governance structure;
 - 1.3.2. meetings: schedule and protocols;
 - 1.3.3. copies of recent annual reports and minutes of board meetings covering the prior year;
 - 1.3.4. conflict of interest;
 - 1.3.5. parliamentary procedure.
 - 1.4. Organizational Profile
 - 1.4.1. mission and guiding principles;
 - 1.4.2. overview of CCA programs and services.
 - 1.5. Accountability
 - 1.5.1. members of the organization;
 - 1.5.2. Executive Director.
2. The orientation session will be presented by the Board and supported by the Executive Director and other individuals, as determined appropriate by the Board.
3. New directors will be assigned a mentor who will be another director who has been on the Board for at least one year, and preferably longer. The mentoring relationship is important and should be based in a genuine, collegial relationship between mentor and mentee. To ensure that the mentorship relationship is successful, the following are guidelines and suggestions.

- 3.1. Role of Mentor: Make an active offer of help to your mentee by proactively connecting with your mentee pre and post board meetings. You may be able to explain context and history to the new director in a way that will help them be more confident in their participation in the meeting.
 - 3.2. Role of Mentee: Be forthcoming with questions and any struggles you are experiencing. It is important to be knowledgeable about the values, strategies and mission of CCA so seek clarification from your mentor as needed. Take the time to prepare by reading board materials carefully and then, forwarding questions to your mentor as needed.
4. New directors will sign appropriate documentation with respect to the orientation checklist, confidentiality, accountability and commitment.



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Section	Governance Process Policies
No.	GP - 13
Title	GP - 13 - Quality Improvement of the Board
Approval date	May 30, 2012
Approved by	Board of Directors
Dates of revision	June 9, 2021
Date Reviewed	November 27, 2019 June 9, 2021 November 2, 2022 November 1, 2023

The Board, as a group, commits to continuous improvement of its activities and functions in order to fulfill its Mission, Vision and Values.

Notwithstanding the generality of the foregoing:

1. The Board will allocate time and resources to reflect on its composition, relationships, skills, processes and work.
2. The Board will regularly develop a training and education plan based on meeting evaluations, annual board evaluation and exit interviews.
3. The Board will offer an exit interview with any board member who has resigned or completed their term in office. In such cases a report will be presented to the Board for discussion and recommendations.
4. Investment in Governance
 - 4.1. The Board will invest in its governance capacity in order to fulfill the CCA's Mission, Vision and Values as outlined below.
 - 4.1.1. The Board will implement the procedures for recruitment, selection, orientation and development of new Board members. This will include developing an outreach strategy to ensure Board representation that is diverse and inclusive of equity seeking and racialized communities.
 - 4.1.2. Outside monitoring assistance will be arranged to enable the Board to exercise appropriate control over organizational performance. This includes, but is not limited to, fiscal audit.
 - 4.1.3. To ensure the Board is able to listen to its owners, viewpoints and values, it will develop outreach mechanisms and communication strategies.
 - 4.1.4. The Board will establish and be accountable for an annual budget to support governance functions, including the reasonable costs associated with:
 - 4.1.4.1. Board and Board committee member attendance at board and board committee meetings and/or conferences;
 - 4.1.4.2. enhancing the Board's governance function;
 - 4.1.4.3. continuing education and development of directors;

- 4.1.4.4. focus groups, surveys and other appropriate methods to ensure the Board's ability to listen to owner viewpoints and values.
- 4.1.4.5. The Board will establish Governance Process policies and an annual board planning cycle against which the board's performance can be evaluated.
- 4.1.4.6. The Board will implement an annual self-evaluation process under the leadership of the Governance Committee and determine strategies to strengthen governance.
- 4.1.4.7. The Board will monitor adherence to its Governance Process Policies, at a minimum, in accordance with the Governance Process Compliance Schedule. Modifications are made based on monitoring information.



Section	Governance Process Policies
No.	GP – 14
Title	GP - 14 - Board Engagement with Owners and Strategic Alliances
Approval date	May 30, 2012
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 July 5, 2023

The Board will engage with key stakeholders including owners and strategic alliances to advance the interests of CCA. Short- and long-term objectives will be included in annual planning processes.

1. Board Engagement with Owners

- 1.1. The Board shall be accountable for the organization to its owners as a whole and not as individual associations or organizations.
- 1.2. While the Board values diversity in the Membership and POs, the Board will act in the best interest of the CCA as a whole. The Board will not be instructed by the interests of any subgroups of the Members or POs.
 - 1.2.1. When making governance decisions, Board members shall maintain a distinction between their personal interests as “customers” of the organization’s services and their obligation to speak for others as a representative of the “owners” as a whole. As representatives of the stakeholders, the Board is obligated to identify and act on what the stakeholders want and need.
 - 1.2.2. Interaction with the Member Associations and POs will ensure that diverse perspectives will be considered as decisions are made.
 - 1.2.3. The Board shall identify and respect diverse perspectives by gathering data primarily through surveys, committee reports and Members’ or POs’ meetings.
 - 1.2.4. The Board will ensure that Members and POs are kept informed about key areas of the work of the Board.

2. Board Strategic Alliances

- 2.1. Although the Board recognizes that its primary relationship is with its Members and POs, it is also cognizant of the fact that CCA exists within a larger community of organizations and associations. In order to enhance its role, the Board shall make every effort to establish positive working relationships with other organizations. Specifically:
 - 2.1.1. The Board shall work to establish relationships and open communications with other organizations. This may be accomplished through joint meetings with other boards, inviting representatives of other boards to Board meetings, attendance at annual general meetings or joint training.
 - 2.1.2. The Board shall annually identify key organizations and stakeholders with which the Board may actively collaborate with to advance the mission of CCA and the work of the Board.



Section	Governance Process Policies
No.	GP – 15
Title	GP - 15 - Board Annual Agenda Planning
Approval date	May 30, 2012
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 July 5, 2023

1. The Board will be guided by an annual agenda which completes an annual re-exploration of the Ends and continually improves board performance through board education to enrich input and deliberation.
 - 1.1. Planning will be based on accomplishing a one-year segment of the Board's long-range mission. The cycle will conclude each year with the AGM and begin again after the AGM. The Board of Directors will evaluate the accomplishments of its previous year's plan and develop the plan for the upcoming year.
 - 1.2. The Board shall ensure implementation of its annual plan through the development of an annual agenda that includes, but is not limited to:
 - 1.2.1. gathering input from ownership (Members and POs);
 - 1.2.2. education related to development of Ends;
 - 1.2.3. a timely review of Ends, such that the Executive Director can develop an operational and financial plan;
 - 1.2.4. education and development related to governance;
 - 1.2.5. monitoring of Board performance in accomplishing the annual plan;
 - 1.2.6. monitoring of Executive Director's performance;
 - 1.2.7. reviewing and revising of all board-approved policies.
 - 1.3. Education, input and deliberation will receive paramount attention in structuring meetings and other board activities during the year. To the extent feasible, the Board will identify those areas of education and input needed to increase the level of wisdom and forethought it can give to subsequent choices.
 - 1.4. Based on the annual agenda, the board delegates to the Chair the authority to fill in the details of the meeting agendas. Potential agenda items should be carefully screened to ensure that they are related to the Board's job description and within the Board's responsibility. The Chair should work with the Executive Director when setting meeting agendas.
 - 1.5. The sequence derived from this process for the board planning year is as follows:
 - Annual General Meeting;
 - Board orientation completed at beginning or before first Board meeting;
 - Setting of the Board's Annual Agenda Plan;
 - AGM preparation begins;

- Evaluation of the Board's accomplishment of its annual agenda plan and preparation for new plan;
- Annual General Meeting.



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Section	Governance Process Policies
No.	GP - 16
Title	GP - 16 - In Camera Sessions
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	November 27, 2019 March 1, 2023 February 7, 2024

1. The Board of Directors may utilize "in camera" sessions in their meetings to address topics considered to be sensitive in nature.
 - 1.1. The "in camera" topic(s) to be discussed by the Board of Directors will be specified on the meeting agenda, e.g., legal issue, personnel issue.
 - 1.2. The Board of Directors will approve going into an "in camera" session through a formal motion. A motion to adjourn the "in camera" session is also required.
 - 1.3. After the "in camera" session is adjourned, a motion will be made to ratify any "in camera" motions.
 - 1.4. Minutes of an "in camera" session that note key discussion points and decisions are recorded and approved by the Board of Directors at their next scheduled meeting.
 - 1.5. The minute taker will produce a set of minutes to be reviewed and approved at the next official meeting of the Board during an "in camera" session. Once approved, the Chair will remind directors that electronic copies of the "in camera" minutes must be deleted immediately after the board meeting. An original copy of the in camera minutes is securely stored as part of the official board documentation.



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Section	Governance Process Policies
No.	GP – 17
Title	GP - 17 - Consent Agendas
Approval date	December 11, 2013
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	November 27, 2019 March 1, 2023

A consent agenda will be implemented at board meetings in order to expedite the conduct of business at board meetings that requires board attention but is not expected to require debate. This will leave more meeting time to education and discussion of substantive issues.

1. Consent agenda items should consist of routine financial, legal and administrative matters that require board review or approval. Consent agenda items are expected to be non-controversial and requiring minimal discussion to clarify information.
2. Directors are responsible for reviewing all consent agenda items and associated documents. If a director has clarifying questions, they should ask prior to the call for removal of the times from the Consent Agenda. A question does not require removal, but the answer may prompt a request to remove.
3. The Chair will ask if any director wishes to remove an item from the consent agenda for separate consideration, and if so, the Chair will schedule it for later in the meeting.
4. When the Board approves in one motion, the consent agenda, the Board is approving any and all of the items and materials outlined on that agenda.



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Section	Board-Executive Director Relationship Policies
No.	BEDR - 01
Title	BEDR - 01 - Global Board-Executive Director Relationship
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	March 1, 2023
Date Reviewed	July 12, 2019 November 27, 2019 March 1, 2023 February 7, 2024

The Board's sole official connection to the operational organization, its achievements and conduct will be through the Executive Director, unless prior approval by the Executive Director has been provided.



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Section	Board-Executive Director Relationship Policies
No.	BEDR - 02
Title	BEDR - 02 - Unity of Control
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 February 1, 2023 February 7, 2024

Only officially passed motions of the Board are binding on the Executive Director.

Accordingly:

1. Decisions or instructions of individual directors, officers or 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 directors or committees requesting information or assistance without board authorization, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time or funds or is disruptive.
3. Only the Board acting as a body can employ, terminate, discipline or change the conditions of employment of the Executive Director.



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Section	Board-Executive Director Relationship Policies
No.	BEDR - 03
Title	BEDR - 03 - Accountability of the Executive Director
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	March 1, 2023
Date Reviewed	July 12, 2019 November 27, 2019 April 19, 2022 March 1, 2023 February 7, 2024

The Executive Director is the Board's only link to 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, unless approved by the Executive Director in advance.
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 Ends and compliance with Executive Limitations will be viewed as successful Executive Director performance. Therefore, the Executive Director's job contributions shall be accomplishment of the Ends while maintaining compliance with the Executive Limitations.



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Section	Board-Executive Director Relationship Policies
No.	BEDR - 04
Title	BEDR - 04 - Delegation to the Executive Director
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 April 19, 2022 February 7, 2024

The Board 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.

Accordingly:

1. The Board will develop policies instructing the Executive Director to achieve certain results, for certain clients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.
2. The Board will develop policies that limit the latitude the Executive Director may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.
3. As long as the Executive Director uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Executive Director is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Executive Director domains. By doing so, the Board changes the latitude of choice given to the Executive Director. But, as long as any particular policy is in place, the Board will respect and support the Executive Director's choices. This does not prevent the Board from obtaining information from the Executive Director about the delegated areas, except for confidential data.

Section	Board-Executive Director Relationship Policies
No.	BEDR - 05
Title	BEDR - 05 - Executive Director Job Description
Approval date	November 27, 2019
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	November 27, 2019 May 3, 2023

As the Board's single official link to the operating organization (BEDR – 03 – Accountability of the Executive Director), the Executive Director is accountable for all organizational performance and exercises all authority transmitted into the organization by the Board (BEDR – 04 – Delegation for the Executive Director). Executive Director performance will be considered to be synonymous with organization performance as a total.

1. Position Summary:

The Executive Director is responsible for leading the CCA's operations as we seek to realize the vision, mission, values and strategic directions set by the Board. In this crucial role, the Executive Director provides key executive services including leadership, management oversight, operational control and direction for CCA employees, volunteers and students. Concurrently, the Executive Director will provide ongoing support for the board's governance role, represent CCA within the broader community and promote CCA's services across Canada.

2. Qualifications, Skills, Knowledge and Experience

The Executive Director shall at minimum shall:

- Possess a master's level degree from an accredited university in human services, health administration, or business or an undergraduate degree combined with significant experience in leadership, management and governance.
- Have a minimum five (5) years management experience, including financial planning, human resource management, risk management and quality improvement.
- Be able to work a flexible schedule that will from time to time include travel, working evenings and weekends.
- Be passionately committed to the mission, values and services of CCA.

Further, the Executive Director will also possess the following capacities including:

- Sound knowledge and experience with the not-for-profit human services sector and the role accreditation plays in relation to quality.
- Good understanding of quality improvement and accreditation and the role this plays in organizational excellence.
- Understanding of board governance using a policy governance approach
- Exceptional communication skills both written and verbal.
- Well-developed interpersonal skills and ability to lead projects and teams of people.
- Knowledge and experience with communications and marketing including social media
- Ability to establish and maintain productive cross-organizational relationships with boards, government and community agencies.
- Good analysis, problem solving and execution skills

- Highly developed project management skills including familiarity with various related tools and resources available
- Strong information system skills and comfort working in a virtual environment
- The ability to work in both French and English (Bilingual) is considered an important asset.

3. Key Responsibilities and Job Duties

- 3.1. Lead CCA operations, as directed and authorized by the board, including the management and oversight of key corporate functions including.
 - 3.1.1. Programs and Services
 - 3.1.2. Finances
 - 3.1.3. Human Resources
 - 3.1.4. Policies and Procedures
 - 3.1.5. Risk Management
 - 3.1.6. Quality Improvement
 - 3.1.7. Communications and Marketing
 - 3.1.8. Information Technology
- 3.2. Ensure CCA programs and services are achieving the intended outcomes as articulated in the Mission and board Policy.
- 3.3. Ensure that CCA is providing a high-quality accreditation program according to CCA values and principles, and that it is operated in a prudent, ethical, business-like and legal manner.
- 3.4. Manage the financial resources of CCA according to board policy ensuring all practice follow accepted accounting principles and prevailing legislation. This includes managing both the financial planning (budgeting) and financial condition of the organization providing regular reports to the board as required.
- 3.5. Manage the human resource needs of CCA through the proactive recruiting, hiring, supervising, disciplining, developing, and retaining of competent people as employees and reviewers.
- 3.6. Advance peoples' talent and nurture people's capability to deliver quality services.
- 3.7. Develop a workplace culture of learning and improvement that is productive, inclusive, healthy and safe work environment in keeping with relevant legislation and CCA values.
- 3.8. Work collaboratively with the board to develop and execute CCA's Strategic Plan ensuring this plan is current, appropriately resourced, monitored and reported on.
- 3.9. Develop, implement and evaluate an operational plan that is aligned with the board stated outcomes and policies, the annual budget and strategic directions.
- 3.10. Develop, implement, review and revise all operational policies necessary to operate, protect and sustain the organization according to Board policy.
- 3.11. Implement, monitor and report on CCA's quality improvement program ensuring that quality improvement is integrated into the organizational culture and the annual business cycle.
- 3.12. Operate a robust risk management program that identifies, assesses, manages, and mitigates the risks associated with operating the organization with respect to finances, assets, human resources, information technology and reputation.
- 3.13. Ensure that a comprehensive, secure and confidential system of corporate, human resources, financial, and accreditation service records is developed and maintained.

- 3.14. Manage all business intelligence and intellectual property in a manner that supports and protects CCA currently and in the future.
- 3.15. Develop, implement, review and revise communication and marketing plans to ensure sustainability of CCA consistent with strategic plan.
- 3.16. Develop collaborative and strategic relationships with funders, community organizations, institutions and the community at large that will support CCA's work and enhance its' sustainability.
- 3.17. Act as a resource to the development and implementation of the strategic plan and policies as established by the Board of Directors.
- 3.18. Provide resources, support, communication and counsel to the Board of Directors to support their governance responsibilities.
- 3.19. Perform other related duties and responsibilities that the Board from time-to-time requires and assigns.

Section	Board-Executive Director Relationship Policies
No.	BEDR - 06
Title	BEDR - 06 - Monitoring Executive Director Performance
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 May 3, 2023

Systematic and rigorous monitoring of the Executive Director job performance will be against the expected Executive Director job outputs: organizational accomplishment of Ends, organizational operation within the boundaries established in Executive Limitations and achievement of performance goals.

1. The purpose of monitoring is to determine the degree to which Board policies are being fulfilled and to ensure Executive Director performance.
2. Any given policy may be monitored in one or more of three ways:
 - 2.1. Internal report: disclosure of performance data by the Executive Director on Board-stated criteria that are sufficiently clear, unbiased, and representative to cause a Board majority to be confident that a reasonable interpretation of Board policy has been achieved.
 - 2.1.1. "Clear" means that the data is not submerged in unnecessary incidental information or worded unclearly.
 - 2.1.2. "Unbiased" means that the integrity of the data must be demonstrable.
 - 2.1.3. "Representative" means that data is provided to monitor the complete criterion, not just a part of it or a single implication of it.
 - 2.2. External report: discovery of compliance information by an impartial, external auditor who is appointed by the Members (concerning a financial audit) or selected by the Board and reporting directly to the Board. Such an audit is only undertaken at the instruction of the Board and with the Executive Director's knowledge.
 - 2.3. Board audit: discovery of compliance information by a director, a committee or the Board as a whole. Such an audit is only undertaken at the instruction of the Board and with the Executive Director's knowledge.
3. A formal evaluation of the Executive Director by the Board will occur at least every two years based on the achievement of the Board's *Ends* Policies and non-violation of its *Executive Limitations* policies. This formal evaluation will be conducted by accumulating the regular monitoring data provided during the two years and the Board's recorded acceptance or non-acceptance of the reports and identifying performance trends evidenced by that data.
4. In order to monitor accomplishment of Ends, the Board shall require the Executive Director to report on the accomplishment of the annual plan to the Board at the first board meeting of the operating year. This plan will articulate specific measurable outcomes in a format to be determined by the Board. This plan will outline the organization's direction in accomplishing the Ends.
5. In addition, the Board shall identify, at the beginning of the evaluation period and in conjunction with the Executive Director, a set of performance expectations that will provide

emphasis for the next evaluation and will inform the Executive Director at that time of the means of the evaluation to be used.



Section	Board-Executive Director Relationship Policies
No.	BEDR - 07
Title	BEDR - 07 - Completing the Executive Director Performance Appraisal
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	December 7, 2022
Date Reviewed	July 12, 2019 November 27, 2019 November 30, 2022 December 7, 2022 February 7, 2024

The Executive Director’s performance is synonymous with organizational performance. The purpose of the Executive Director’s performance appraisal is to assess job performance to ensure that the Ends are being achieved, while at the same time complying with the Executive Limitations and achieving mutually agreed performance goals. The Executive Director’s performance appraisal will be completed on a two-year cycle. In order to conduct a performance appraisal, the board will use the following process.

1. Prior to the year the appraisal is due, the Board will discuss the process for completing the appraisal and identify any information or data they require in order to complete it. A list should be compiled and left with the Executive Director. This may include, but is not limited to, any board documents, organizational documents, statistics, relevant community data and/or specific feedback requested.
2. The review will be completed by the past Chair, the Chair and the Vice Chair. One person will be designated as the writer.
3. The appraisal will be structured in five sections:
 - Introduction
 - Ends Achievement – A review of outcomes and goals set in previous appraisal
 - Executive Limitations Compliance
 - Achievement of Executive Director’s performance goals.
 - Summary
4. Ends Evaluation – Using the Ends statements as a framework and the previous two years’ outcomes and goals as a base, all Ends monitoring reports and any statistical data and evidence provided or requested to determine if the work of the Executive Director is achieving the Ends will be reviewed. The goal is to roll up the information, most of which is already available, into a summary of Ends achievement. The Executive Director will act as a resource to this work. Questions to be answered:
 - Is there sufficient evidence to determine if the results required in the Ends are being either worked towards and/or achieved within prescribed timeframes?
 - Are the activities of the Executive Director successfully leading to the accomplishments of the Ends?
5. Executive Limitations – Executive Limitations are monitored at every board meeting. Only partial compliance or non-compliance need be reviewed at this time. The Committee will, in

consultation with the Board, determine which, if any, limitations will be monitored through direct inspection. Since compliance is dependent on Executive Director reports, there are some areas where direct inspection of agency documents can provide confirmation (e.g., human resource policies and procedures, financial reports, insurance policies). Questions to be answered:

- Has the Executive Director complied with all Executive Limitation policies?
- If not, has the board been informed of any areas of non-compliance?
- Have any areas of non-compliance been corrected in a timely manner?

6. Executive Director's Performance Goals – A key part of this appraisal process is the resetting of Ends-based outcomes and goals for the upcoming two years. First, these goals connect the work of the Executive Director to the Board's Ends. Second, these explicitly articulate a potential outcome or result by which to assess performance. The Executive Director will be asked to provide the committee with a set of Ends-based goals for the upcoming year. These will be reviewed and incorporated into the performance review document.
7. The person identified as the writer will integrate the reviews and the Executive Director input. They will produce a first draft of the performance appraisal for review at a board meeting. Following this meeting, the writer will then incorporate any feedback and write an introduction and summary. The final version of the appraisal should be ready for review and approval at the following board meeting.
8. The Board will work with the Executive Director to determine a plan for support or corrective measure, if required.

Section	Board-Executive Director Relationship Policies
No.	BEDR - 08
Title	BEDR - 08 - Determining Executive Director Compensation
Approval date	June 29, 2016
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 December 7, 2022

The intent of this policy is to ensure competitive compensation for the position of Executive director, and to ensure that the compensation provides the ability to attract and retain a highly qualified Executive Director.

The target for Executive Director compensation will be in the mid-range of the comparable organizations, such as those defined as Registered Charities and Special/Common Interest Associations within the Canadian Society of Association Executives periodic survey of compensation packages.

1. Compensation has three key elements:
 - 1.1 All forms of cash compensation (e.g., base salary, car allowances, incentive pay and any other forms of cash compensation).
 - 1.2 Insured and funded benefits (e.g., medical, dental, life insurance, disability, and pension, and other related benefits).
 - 1.3 Perquisites (e.g., company car, special vacation eligibility, professional organizations fees, seminars and course reimbursement for professional development).
2. The Executive Director Compensation Committee is struck annually.
3. The Executive Director Compensation Committee shall:
 - 3.1 Annually review the Bank of Canada Inflation Calculator to determine the extent to which the grid base salary should be adjusted, if applicable to recognize the Consumer Price Index;
 - 3.2 Annually review the Executive Director Salary Grid, benefits and all other Executive Director compensation to ensure it reflects the current data and policy target(s) and present a summary of its findings and a recommendation to the Board of Directors. The recommendation may include proposed changes to the salary grid, benefits and any other compensation if required.
 - 3.3 Every four years gather and analyze benchmarked data from surveys such as from the Canadian Society of Association Executives and prepare a summary that includes a comparison between the total compensation of the Executive Director and the survey data.



Section	Board-Executive Director Relationship Policies
No.	BEDR - 09
Title	BEDR - 09 - Executive Director Absence
Approval date	April 18, 2012 and June 29, 2016
Approved by	Board of Directors
Dates of revision	November 27, 2019 June 9, 2021
Date Reviewed	November 27, 2019 April 7, 2021 November 2, 2022 November 1, 2023

The Board will ensure the continuity of operations through planning for anticipated short-term, long-terms or permanent leaves of absence of the Executive Director. The Board is solely responsible for the recruitment and appointment of the Executive Director.

1. Planned Short-term leave or absence of Executive Director

- 1.1. Whenever the Executive Director is away on planned holidays or leaves that are under one month long, they shall assign responsibilities for coverage of key duties, as may be needed, to appropriate staff, and have a written and current plan of action in place should a situation requiring urgent attention arise. The Executive Director will inform the Board Chair of the plan.

2. Planned Temporary Longer-Term absence/leave of Executive Director

- 2.1 If the Executive Director's leave is planned to be longer than one month, an acting Executive Director (or two individuals sharing the Executive Director's responsibilities) shall be appointed by the Board. The Executive Director shall make a recommendation to the Board Chair about the best coverage in their absence.

3. Emergency Absence of Executive Director

- 3.1. The Board will ensure there is an up-to-date written plan in place in the event of the sudden temporary or permanent absence of the Executive Directors. The Board will proceed as follows in the event of the sudden temporary or permanent absence of the Executive Director:
- 3.1.1 The Board Chair will be contacted within 24 hours or as soon as a staff or director is aware that the Executive Director will be absent for an extended period of time or permanently.
 - 3.1.2 The Chair will confirm the situation with the Executive Director (or with their family member) as much as is possible.
 - 3.1.3 If the emergency absence is confirmed, the Chair or designate will assume the duties of the Executive Director until such time as a Board meeting can be convened and a replacement hired or appointed.
 - 3.1.4 The Chair will immediately notify directors of the situation and the Board Executive will review the Emergency Absence Plan developed by the Executive Director (as per the Executive Limitation Policy re: Emergency Executive Director Succession) and confirm how to proceed.
 - 3.1.5 The Emergency Absence Plan shall be reported at the next board meeting and may be updated as needed as time progresses. The Board may decide to revise the plan.

- 3.1.6 The Board shall ensure communication takes place with key stakeholders concerning plans for the acting Executive Director role as follows:
 - 3.1.6.1 with staff as soon as possible;
 - 3.1.6.2 with other stakeholders (see Section 5) as may be needed depending on the length of time the Executive Director is expected to be absent.

4. Planned Resignation of Executive Director

- 4.1. Upon the Executive Director informing the Chair of their plans, the Chair will inform other directors and an ad hoc board committee will be struck to oversee the transition process.
- 4.2. The Transition Planning and Hiring Committee shall:
 - 4.2.1. Develop a timeline for the executive search strategy and a communications plan. The Board is responsible for communicating to stakeholders about the Executive Director's resignation and hiring process.
 - 4.2.2. Meet with the outgoing Executive Director to identify key transition issues, and jointly develop strategies for managing them, in particular related to governance matters. The committee shall also expect that the Executive Director will apprise them of plans for managing the transition concerning operational matters. The Committee will report to the Board concerning plans being put in place.
 - 4.2.3. Facilitate a Board review of CCA's strategic goals. This review should be completed in a timely manner in order contribute towards identifying the key qualities and competencies of a new Executive Director.
 - 4.2.4. Review and revise the current Executive Director job description and salary range and recommend these for approval to the Board.
 - 4.2.5. Conduct the executive search providing regular updates to the board and staff about the selection and hiring process. The Committee may decide to engage a consultant to support the hiring process.
 - 4.2.6. Recommend the successful candidate to the Board. The Board shall approve the final candidate to be offered the position and make the appointment.
- 4.3. Once the new Executive Director is appointed, the committee will ensure that a transition plan is developed with the outgoing Executive Director and confirm what role the outgoing Executive Director will play, if any.

5. Communications with Stakeholders

CCA Stakeholders that should be informed concerning the status of the Executive Director (or acting Executive Director) role if there are any changes are as follows:

- CCA staff
- CCA reviewers
- participating organizations
- member associations
- other key organizations with which we are liaising on a more regular basis, such as Imagine Canada, some key suppliers, legal counsel and auditors

The timing (urgency) and the detail of the communication that takes place shall vary depending on the type of stakeholder. CCA staff will need to have more timely and fuller communication concerning any temporary change to the Executive Director role, whereas member associations and participating organizations may not need to be informed about shorter absences or in as much detail.



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Section	Board – Executive Director Relationship Policies
No.	BEDR - 10
Title	BEDR - 10 - Staff Complaints Against the Executive Director
Approval date	May 30, 2018
Approved by	Board of Directors
Dates of revision	February 1, 2023
Date Reviewed	November 27, 2019 November 30, 2022 December 13, 2022 February 1, 2023

1. Staff may bring forth complaints about the Executive Director in writing to the Board through the Chair of the Board, unless the Chair is part of the concern in which case it will go to the Secretary.
2. Upon receipt of a complaint, the Chair or Secretary shall follow the policy for investigation and resolution as laid out in the Operational Policy HR-602, *Complaints Involving the Executive Director*.
3. Unless appointed as an investigator, no director shall communicate with the Executive Director or any personnel about or in connection with a complaint, either during the investigation or thereafter.



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Section	Executive Limitation Policies
No.	EI - 01
Title	EL - 01 - General Executive Constraint
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 June 7, 2023

The Executive Director shall not cause or allow any practice, activity, decision or organizational circumstance which is illegal, imprudent or in violation of commonly accepted business practice and professional ethics.



Section	Executive Limitation Policies
No.	EL- 02
Title	EL - 02 - Treatment of Human Resources
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	December 7, 2022
Date Reviewed	December 2, 2020 December 1, 2021 November 30, 2022 May 3, 2023

The Executive Director shall not cause or allow a work environment for staff or volunteers that fails to demonstrate commitment to the CCA Values or that is unsafe.

Accordingly, the Executive Director shall not:

1. fail to develop and implement written human resource policies and procedures that at minimum clarify expectations and working conditions, provide for effective handling of complaints, and protect against unfair treatment or other wrongful conditions;
2. fail to ensure policies and procedures are in place to prevent workers from exposure to work related violence or harassment;
3. fail to ensure that staff are informed of the performance standards by which they will be assessed;
4. discriminate among staff on other than clearly job-related, individual performance or qualifications;
5. fail to ensure a safe workplace in compliance with all current applicable legislation and minimize exposure to litigation;
6. fail to demonstrate commitment to the growth and empowerment of people;
7. fail to ensure that there is an effective staff education and development process in place;
8. fail to acquaint staff with the Executive Director's interpretation of their protections under this policy;
9. withhold from staff or fail to notify staff of complaint procedures to be used without bias to bring concerns to the Board of an allegation of work-related violence including harassment and bullying that directly involves the Executive Director, either as the victim or the perpetrator.
10. No report of workplace harassment can be the basis of reprisal against the reporting staff when made in good faith.
11. A person who believes they have been or is being subjected to retribution or retaliation should immediately notify the Board through the Chair or Secretary or file a reprisal complaint with the Ministry of Labour.



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Section	Executive Limitation Policies
No.	EL - 03
Title	EL - 03 - Treatment of Interested and Participating Organizations (POs)
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	November 27, 2019 December 2, 2020 December 1, 2021 May 3, 2023

The Executive Director shall not cause or allow conditions, procedures or decisions with respect to interactions with organizations that are unsafe, or that fail to demonstrate commitment to the values of CCA.

Accordingly, the Executive Director shall not:

1. cause or allow conditions, procedures or circumstances that are disrespectful;
 - 1.1 permit untimely response to POs and member's requests;
 - 1.2 request information from POs and members for which there is not a clear necessity;
 - 1.3 fail to seek PO and member input on initiatives that affect them directly.
2. fail to provide opportunities for POs and members to evaluate the services CCA provides to them;
3. fail to ensure that POs' confidentiality is respected and maintained;
4. fail to report complaints from interested parties and participating organizations to the Board.



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Section	Executive Limitation Policies
No.	EL - 04
Title	EL - 04 - Communication and Support to the Board
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 April 7, 2021 November 1, 2023

The Executive Director shall not permit the Board to be uninformed or unsupported in its work. Accordingly, the Executive Director shall not fail to:

1. make available to the Board adequate information to support informed Board decisions, including relevant statistical, demographic and other environmental scanning data, a representative range of staff, member and external points of view, alternative options and their respective implications;
2. submit the required monitoring data in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored;
3. inform the Board of anticipated adverse media coverage, actual or pending legal action against the organization, material external and internal events or changes;
4. advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Executive Director Relationship, particularly in the case of Board behaviour that is detrimental to the work relationship between the Board and the Executive Director;
5. ensure that information presented to the Board is timely, accurate, complete and in a form that clearly differentiates between monitoring, decision making and general background information;
6. provide a timely, secure mechanism for official Board, officer or committee communications;
7. provide information to the Board as a whole except:
 - 7.1. for fulfilling individual requests for information; or
 - 7.2. for responding to officers or committees duly charged by the Board.
8. supply for the consent agenda all items delegated to the Executive Director, yet required by law or contract to be approved by the board, along with the monitoring assurance pertaining to the item(s);

9. provide reasonable administrative support for board activities, which includes, but is not limited to:
 - 9.1. accurate, timely and professional minute-taking services;
 - 9.2. support for the Board Chair;
 - 9.3. confidential handling of Board information
 - 9.4. a secure and confidential storage space for Board documentation.

10. report in a timely manner actual or anticipated non-compliance with any policy of the Board.



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Section	Executive Limitation Policies
No.	EI - 05
Title	EL - 05 - Public Image
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 April 7, 2021 February 1, 2023

The Executive Director shall not endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of Ends.

Accordingly, the Executive Director shall not:

1. fail to protect and uphold the Centre's reputation and public image
2. fail to establish an effective corporate communications and public relations strategy;
3. permit presentations to be made to the media that inaccurately portray board policy;
4. permit staff members other than self or designate to make presentations to the media regarding board policy;
5. fail to make information regarding board decisions available and easily accessible to the clients;
6. fail to support the Board in public forums through the provision of timely and accurate information, leadership, organization and planning;
7. fail to ensure that all media and correspondence is produced and delivered in a professional manner that upholds the public image of CCA.



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Section	Executive Limitation Policies
No.	EI - 06
Title	EL - 06 - Partnerships
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 April 7, 2021 February 1, 2023

The Executive Director shall not fail to develop appropriate partnerships to achieve the Board's Ends and to maximize efficiency and effectiveness in the use of resources.

Accordingly, the Executive Director shall not:

1. fail to take the initiative in developing appropriate partnerships to achieve the Board's Ends;
2. fail to obtain appropriate input from members to achieve the Board's Ends;
3. develop or continue collaborative relationships with organizations whose principles or practices are incompatible with achievement of the Board's Ends.



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Section	Executive Limitation Policies
No.	EL - 07
Title	EL - 07 - Emergency Executive Director Succession
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 February 1, 2023

The Executive Director shall not fail to ensure that there is an up-to-date, detailed, written plan for coverage of their main responsibility areas and sufficient organizational capacity for the competent operation of the organization to continue in the event of sudden loss of the Executive Director's services.



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Section	Executive Limitation Policies
No.	EI - 08
Title	EL - 08 - Financial Condition
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	February 27, 2019 November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 May 3 2023

With respect to the actual, ongoing and future financial condition of the CCA the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in the Ends policies or the Strategic Plan.

Accordingly, the Executive Director shall not:

1. expend more funds than have been received in the fiscal year to date, unless the debt can be repaid by certain, otherwise unencumbered revenues within 90 days;
2. fail to maintain an internally restricted reserve fund for contingencies of up to three months of operating expenditures which can only be accessed with board approval;
3. allow cash to drop below the amount needed to settle payroll at any one time;
4. allow debts to be paid later than 60 days, unless accruing interest;
5. allow the collection of accounts receivable to be undertaken after 90 days;
6. allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed;
7. allow the accrual of any employee benefits such as sick time, lieu time or vacation time that would cause an imprudent liability;
8. use credit cards for anything other than business-related expenses;
9. have spending limits on all credit cards higher than a total of \$30,000;
10. carry any balance on a credit card that accrues interest or is not paid within the non-interest-bearing time.



Section	Executive Limitation Policies
No.	EL - 09
Title	EL - 09 - Asset Control and Protection
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	December 7, 2022
Date Reviewed	July 12, 2019 November 27, 2019 October 28, 2020 November 14, 2022 May 3 2023

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

Accordingly, the Executive Director shall not:

1. fail to insure against theft and casualty losses to at least 80% replacement value;
2. fail to plan for the maintenance, upgrading, modernizing of assets required for business operations;
3. subject plant and equipment to improper wear and tear or insufficient maintenance;
4. unnecessarily expose the organization, its board or staff to claims of liability;
5. fail to insure against liability losses to directors, staff or the organization itself;
6. fail to protect intellectual property, information and files from loss and significant damage
7. allow uninsured personnel access to funds;
8. receive, process or disburse funds under controls insufficient to meet the Members-appointed auditor's standards and safeguard the funds. This includes ensuring there is an appropriate separation of duties.
9. invest or hold funds which:
 - 9.1.1. are not denominated in Canadian dollars,
 - 9.1.2. have a maturity period of longer than one year
 - 9.1.3. are not guaranteed by the Canadian Deposit Insurance Corporation, the Government of Canada or a Canadian Province.
10. acquire, encumber or dispose of real property;
11. fail to establish internal controls that monitor any spending limits on staff that are approved by the Executive Director
12. allow any individual purchase or expenditure to be made that are inconsistent with the Approved Spending Authority Schedule as follows:

Individual Procurement/Purchasing	Delegated Purchasing Authority
Up to \$10,000	Two Signing Officers
\$10,001 and over	Two Signing Officers (one must be a Director)



Section	Executive Limitation Policies - Governance Policies
No.	EL - 10
Title	EL - 10 - Financial Planning
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	February 27, 2019 November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 May 3 2023

The purpose of this policy is to govern for financial risk by stating the limitations that govern operations and more specifically the Executive Director's work in financial planning or budgeting.

1. The Executive Director shall not operate the Centre without a balanced budget within the Board approved variance.
2. Financial Planning for any fiscal period or the remaining part of any fiscal period shall not:
 - 2.1. deviate materially from board priorities including Mission, Values, Ends or Strategic Plan in the allocation of resources;
 - 2.2. risk fiscal jeopardy or long-term sustainability;
 - 2.3. fail to show a generally acceptable level of foresight.
3. The Executive Director shall not cause or allow financial planning that:
 - 3.1. contains too little detail to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow and subsequent audit trails;
 - 3.2. fails to include financial projections based on long-term, forward-looking plans, including disclosure of planning assumptions;
 - 3.3. plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, unless explicitly approved by the Board; currently, the Board considers a 5% variance to be conservative;
 - 3.4. reduces the current assets at any time to less than twice current liabilities;
 - 3.5. endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve ends in future years.
4. The Executive Director shall not fail to
 - 4.1. present an annual budget for board approval before the beginning of each fiscal year
 - 4.2. provide sufficient resources for the Board's direct use during the year as determined annually by the Board. This may include resources for Board development, Board planning, Board and committee meetings, Board legal fees and ownership linkage activities;
 - 4.3. present quarterly financial reports to the Board (including a balance sheet and revenues/expenditures to date compared to budget) with explanations provided for variances from budget that are 10% or greater.
 - 4.4. Inform the Board of any significant deviation with respect to financial planning.



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Section	Executive Limitation Policies - Governance Policies
No.	EL - 11
Title	EL - 11 - Compensation and Benefits
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 February 17, 2022 March 1, 2023

With respect to employment, compensation and benefits to staff, consultants, contract workers and volunteers, the Executive Director shall not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, the Executive Director shall not:

1. change their own compensation and benefits;
2. promise or imply guaranteed employment;
3. establish current compensation and benefits that:
 - 3.1. deviate materially from the geographic or professional market for the skills employed;
 - 3.2. create obligations over a longer term than revenues can be safely projected; in no event longer than one year and in all events subject to loss of revenue.
 - 3.3. provide less than some basic level of benefits to all full time permanent employees, though differential benefits to encourage longevity in key employees are not prohibited;
4. establish deferred or long-term compensation and benefits which:
 - 4.1. cause unfunded liabilities to occur or in any way commit the organization to benefits which incur unpredictable future costs;
 - 4.2. allow any employee to lose benefits already earned.



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Section	Executive Limitation Policies - Governance Policies
No.	EL - 12
Title	EL - 12 - Fees Charged for Service Provided
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	February 27, 2019 July 12, 2019 November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 February 17, 2022 March 1, 2023

The Executive Director shall not institute fees for CCA services or products nor administer the collection of fees in contravention of Board-stated policy.

Accordingly, the Executive Director shall not:

1. establish fees for any CCA services and products (including Review Fees) that;
 - 1.1. do not cover the costs of providing the service or product; and,
 - 1.2. that are not fair and competitive.
2. fail to ensure that fee structures for services and products are transparent and understood prior to the provision of any service or product.
3. with respect to Accreditation Fees, fail to:
 - 3.1. bring forward to the Board for approval any changes to CCA's Accreditation fees;
 - 3.2. ensure that Accreditation fee increases are in line with all established agreements;
 - 3.3. notify Participating Organizations in writing of increases in any fees at least six months before these come into effect;
 - 3.4. invoice Participating Organizations a minimum of once per year.



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Section	Executive Limitation Policies - Governance Policies
No.	EL - 13
Title	EL - 13- Planning and Program
Approval date	April 18, 2012
Approved by	Board of Directors
Dates of revision	February 27, 2019 November 27, 2019
Date Reviewed	July 12, 2019 November 27, 2019 December 1, 2021

The Executive Director shall not fail to administer the CCA Accreditation Program.

Accordingly, the Executive Director shall not fail to:

1. promote and offer the CCA Accreditation Program to community health and social service organizations in Canada according to CCA Ends, Values and principles;
2. ensure decisions related to accreditation status are made in a timely manner;
3. ensure CCA policies designate the Board as the final decision-making body where an appeal process takes place related to the denial or rescindment of accreditation;
4. ensure there is a fair and timely process for handling external complaints about CCA and that information about making a complaint is made available to the public;
5. conduct regular evaluations of the CCA program;
6. ensure that CCA-owned standards and the Accreditation Program/processes are reviewed and revised on a regular basis; at minimum, that a substantive review of different sets of CCA standards takes place on a four-year cycle; and, the substantive review shall not fail to meet requirements set by the International Society for Quality in Healthcare (ISQua) for the development of Standards;
7. to develop an annual plan that clearly links organizational operations and expected outcomes to the Board-stated Ends and strategic directions;
8. to establish Operational Policies and procedures that are aligned with Board policies and that are reviewed on a regular four-year cycle and revised as needed.