

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT**

The EXECUTIVE DIRECTOR shall not cause or allow any practice, activity, decision or organizational circumstance which is unlawful, or contrary to principles of justice, equality and peace, and commonly accepted business and professional ethics.

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: TREATMENT OF CLIENTS**

With respect to interactions with clients, or those applying to be clients, the EXECUTIVE DIRECTOR shall not cause or allow conditions, procedures, or decisions which are unsafe, disrespectful, untimely, undignified, judgmental, unnecessarily intrusive or not confidential.

The EXECUTIVE DIRECTOR will not:

1. Elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting or storing client information that fail to protect against improper access to the material.
3. Operate programs without appropriate accessibility and privacy.
4. Operate programs without establishing with clients a clear understanding of what may be expected and what may not be expected from the service offered.
5. Operate programs without informing clients of this policy or providing a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: STAFF TREATMENT**

With respect to treatment of paid and volunteer staff, the EXECUTIVE DIRECTOR shall not cause or allow conditions which are unfair or undignified, disorganized, or unclear.

The ED shall not:

1. Operate without written personnel policies which:
 - clarify rules for staff,
 - provide for effective handling of grievances,
 - protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
2. Discriminate against any staff member for non-disruptive expression of dissent.
3. Allow staff to be unprepared to deal with emergency situations.
4. Fail to acquaint staff with the EXECUTIVE DIRECTOR' s interpretation of their protections under this policy.
5. Prevent staff from informing the board, if they have good reason to believe that critical issues are being misrepresented to the Board by the ED.

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: FINANCIAL PLANNING AND BUDGETING**

Budgeting any fiscal year or the remaining part of any fiscal year shall not deviate materially from board *Ends* priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

The EXECUTIVE DIRECTOR will not allow budgeting to:

1. Omit credible projection of revenue and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Risk incurring those situations or conditions described as unacceptable in the board policy “ Financial Condition and Activities.”
3. Provide less for board prerogatives during the year than is established by the board.

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: FINANCIAL CONDITION AND ACTIVITIES**

With respect to the actual, ongoing financial condition and activities, 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 Ends policies.

The EXECUTIVE DIRECTOR will not:

1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 60 days.
3. Use any Long Term Reserves.
4. Fail to settle payroll and debts in a timely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$2000. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber, or dispose of real estate.
8. Fail to aggressively pursue receivables after a reasonable grace period.

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: EMERGENCY EXECUTIVE SUCCESSION**

In order to protect the board from sudden loss of EXECUTIVE DIRECTOR services, the EXECUTIVE DIRECTOR may not operate without having one other staff member sufficiently familiar with board and EXECUTIVE DIRECTOR issues and processes to enable them to take over with reasonable proficiency as an interim successor.

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: ASSET PROTECTION**

The EXECUTIVE DIRECTOR may not allow assets to be unprotected, inadequately maintained nor unnecessarily risked.

The EXECUTIVE DIRECTOR will not:

1. Fail to insure adequately against theft and casualty and against liability losses to board members, staff or the organization itself
2. Allow personnel access to material amounts of funds.
3. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its board or staff to claims of liability.
5. Make any purchase: (a) wherein normally prudent protection has not been given against conflict of interest; (b) of over \$500. without having obtained comparative prices and quality; (c) of over \$500. without a stringent method of assuring the balance of long term cost and quality.
6. Fail to protect intellectual property, information and files from loss or significant damage.
7. Receive, process or disburse funds under controls which are insufficient to meet the board-appointed auditor's standards.
8. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.
10. Change the organization's name or substantially alter its identity in the community.

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: COMPENSATION AND BENEFITS**

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the EXECUTIVE DIRECTOR may not cause or allow jeopardy to fiscal integrity or public image.

The EXECUTIVE DIRECTOR will not:

1. Change his or her own compensation and benefits, except as those benefits are consistent with a package for all other employees.
2. Promise or imply guaranteed employment.
3. Establish current compensation and benefits which deviate materially from the geographic or professional market for the skills employed.
4. Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses of revenue.
5. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
 - A. Incur unfunded liabilities.
 - B. Provide less than some basic level of benefits to all permanent employees.
 - C. Allow any employee to lose benefits already accrued from any foregoing plan.
 - D. Treat the EXECUTIVE DIRECTOR differently from other key employees.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD

The EXECUTIVE DIRECTOR shall not permit the board to be uninformed or unsupported in its work.

Accordingly, he or she shall not:

1. Neglect to submit monitoring data required by the board (see policy on Monitoring Executive Performance) in a timely, accurate and understandable fashion, directly addressing provisions of the board policies monitored and including EXECUTIVE DIRECTOR interpretations consistent with Board-Management Delegation policy “ Delegation to the EXECUTIVE DIRECTOR” as well as relevant data.
2. Allow the board to be without decision information required periodically by the board or let the board be unaware of relevant trends.
3. Fail to 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-Staff Relationship, particularly in the case of board behaviour which is detrimental to the work relationship between the board and the EXECUTIVE DIRECTOR.
4. Let the board be unaware of any significant incidental information it requires including anticipated media coverage, threatened or pending lawsuits, and material internal and external changes.
5. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
6. Allow the board to be without a workable mechanism for official board, officer or committee communications.
7. Deal with the Board in a way that favors or privileges certain board members over others, except when a) fulfilling individual requests for information or b) responding to officers or committees duly charged by the board.
8. Allow the board to be unaware of any actual or anticipated non-compliance with any Ends or Executive Limitations policy of the board regardless of the board’ s monitoring schedule.
9. Fail to supply for the consent agenda all items delegated to the EXECUTIVE DIRECTOR yet required by law or contract to be board-approved, along with the monitoring assurance.

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POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: GOVERNANCE COMMITMENT**

The purpose of the board, on behalf of the people of Prince Edward Island, is to see to it that PEI Family Violence Prevention Service Inc (a) achieves appropriate results for the appropriate persons at an appropriate cost and (b) avoids unacceptable actions and situations.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: GOVERNING STYLE**

The board will govern with an emphasis on (1) outward vision rather than an internal preoccupation, (2) encouragement of diversity in viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction of board and chief executive roles, (5) collective rather than individual decisions, (6) future rather than past or present, and (7) proactivity rather than reactivity.

Accordingly,

1. The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be an initiator of policy, not merely a reactor to staff initiatives. The board will use the expertise of individual members to enhance the ability of the board as a body, rather than to substitute the individual for the board's values.
2. The board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives about ends to be achieved and means to be avoided. The board's major policy focus will be on the intended long term impacts outside the operating organization, not on the administrative or programmatic means of attaining those effects.
3. The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy making principles, respect of roles, and ensuring the continuity of governance capability.
4. Continual board development will include orientation of new members in the board's governance process and periodic board discussion of process improvement.
5. The board will monitor and discuss the board's process and performance at each meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-Staff Relationship categories.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD JOB DESCRIPTION**

The job of the board is to represent the “moral ownership”, the people of Prince Edward Island, in determining and demanding appropriate organizational performance.

Accordingly, the board has direct responsibility to create:

1. The link between the ownership and the operational organization.
2. Written governing policies which realistically address the broadest levels of all organizational decisions and situations:
 - A. *Ends*: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth in cost or priority.
 - B. *Executive Limitations*: Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - C. *Governance Process*: Specification of how the board conceives, carries out and monitors its own task.
 - D. *Board - EXECUTIVE DIRECTOR Relationship*: How power is delegated and its proper use monitored; the EXECUTIVE DIRECTOR role, authority and accountability.
3. Assurance of successful organizational performance on Ends and Executive Limitations.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: AGENDA PLANNING**

To accomplish its job with a governance style consistent with board policies, the board will follow an annual agenda that (1) completes re-exploration of Ends policies annually and (2) continually improves board performance through board education and enriched input and deliberation.

Accordingly,

1. The cycle will conclude each year on the last day of September so that administrative planning and budgeting can be based on accomplishing a one-year segment of the board' s most recent statement of long-term Ends.
2. The cycle will start with the board' s development of its agenda for the next year.
 - A. Consultations with selected groups in the ownership or other methods of gaining ownership input will be determined and arranged in the first quarter, to be held during the balance of the year.
 - B. Governance education and education related to Ends determination (for example, presentations by futurists, demographers, advocacy groups, and staff) will be arranged in the first quarter, to be held during the balance of the year.
 - C. A board member may recommend or request an item for board discussion by submitting the item to the Chair no later than five days before the board meeting.
3. Throughout the year, the board will attend to consent agenda items as expeditiously as possible.
4. EXECUTIVE DIRECTOR monitoring will be included on the agenda if monitoring reports have been received since the previous meeting.
5. EXECUTIVE DIRECTOR remuneration will be decided after a review of monitoring reports received in the last year during month of September.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: CHAIRPERSON' S ROLE**

The Chairperson assures the integrity of the board' s process and, occasionally represents the board to outside parties.

1. The assigned result of the Chairperson' s job is that the board behaves consistent with its own rules and those legitimately imposed upon it from outside the organization.
 - A. Meeting discussion content will only be those issues which, according to board policy, clearly belong to the board to decide or to monitor.
 - B. Information which is for neither monitoring performance nor board decisions will be avoided or minimized and always noted as such.
 - C. Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and kept to the point.

2. The authority of the Chairperson consists in making decisions that fall within the topics covered by board policies on Governance Process and Board - EXECUTIVE DIRECTOR Relationship, except a) employment or termination of EXECUTIVE DIRECTOR and b) where the board specifically delegates portions of this authority to others. The Chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
 - A. The Chairperson is empowered to chair board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).
 - B. The Chairperson has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the Chairperson has no authority to supervise or direct the EXECUTIVE DIRECTOR.
 - C. The Chairperson may represent the board to outside parties in announcing board-stated positions and in stating Chair decisions and interpretations within the area delegated to him or her.
 - D. The Chairperson may delegate this authority, but remains accountable for its use.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD COMMITTEE PRINCIPLES**

Board committees, when used, will be assigned so as to reinforce the wholeness of the board' s job and so as never to interfere with delegation from board to EXECUTIVE DIRECTOR. Committees will be used sparingly and ordinarily in an *ad hoc* capacity.

1. Board committees are to help the board do its job, not to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board' s broader focus, board committees will normally not have direct dealings with current staff operations.
2. Board Committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Executive Director.
3. Board committees cannot exercise authority over staff. Because the Executive Director works for the full board, he or she will not be required to obtain approval of a board committee before an executive action.
4. Board committees are to avoid over-identification with organizational parts rather than the whole.
5. This policy applies only to committees which are formed by board action, whether or not the committees include non-board members. It does not apply to committees formed under the authority of the EXECUTIVE DIRECTOR.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: COMMITTEE STRUCTURE**

A committee is a board committee only if its existence and charge come from the board, regardless whether board members sit on the committee. The only board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

[This list is for the purpose of illustration]

1. Public Positions Advisory Committee
 - A. Product: Options and implications for board consideration with respect to any forthcoming board decisions regarding public positions -- by no later than August 15.
 - B. Authority: To incur costs of no more than \$1,000 direct charges and no more than 50 hours of staff time prior to July 1, 1993.
2. Legislative Change Advisory Committee
 - A. Product: Options and implication for board consideration regarding long term legislative or regulatory effects to be achieved --by no later than September 30.
 - B. Authority: [something similar to the above].
3. Nominating Committee
 - A. Product: Properly screened potential board members -- by no later than May 20.
 - B. Authority: [something similar to the above]
4. Interboard Committee
 - A. Product: Carefully arrange interboard events, joint efforts and other interactions capable of causing an awareness of community - wide governance leadership during fiscal year 1998.
 - B. Authority: [something similar to the above]

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

The board commits itself and its members to ethical and businesslike conduct. This includes proper use of authority and appropriate decorum when acting as board members.

1. Members must have loyalty to the ownership, unconflicted by loyalties to staff, other organizations, and any personal interest as a consumer.
 2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - A. There must be no self-dealing or any conduct of private business or personal services between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to “inside” information.
 - B. When the board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.
 - C. Board members must not use their positions to obtain employment in the organization for themselves, family members or close associates. Should a board member desire employment, he or she must first resign.
 - D. Members will annually disclose their involvement with other organizations, with vendors, or any other associations which might produce a conflict.
 3. Board members may not attempt to exercise individual authority over the organization.
 - A. Members' interaction with the EXECUTIVE DIRECTOR or with staff must recognize the lack of authority vested in individuals except when explicitly board-authorized.
 - B. Members' interaction with public, press or other entities must recognize the same limitation and the inability of any board member to speak for the board.
 - C. Members will give no consequence or voice to individual judgements of EXECUTIVE DIRECTOR or staff performance.
 4. Members will respect the confidentiality appropriate to issues of a sensitive nature.
 5. Members will be properly prepared for board deliberation.
 6. Members will support the legitimacy and authority of the final determination of the board on any matter, irrespective of the member's personal position on the issue.
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POLICY TYPE: BOARD-STAFF RELATIONSHIP**POLICY TITLE: GLOBAL GOVERNANCE-MANAGEMENT CONNECTION**

The board' s sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled Executive Director.

POLICY TYPE: BOARD-STAFF RELATIONSHIP**POLICY TITLE: *UNITY OF CONTROL***

Only officially passed motions of the board are binding on the EXECUTIVE DIRECTOR.

Accordingly:

1. Decisions or instructions of individual board members, 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 board members 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.

POLICY TYPE: BOARD-STAFF RELATIONSHIP**POLICY TITLE: *ACCOUNTABILITY OF THE EXECUTIVE DIRECTOR***

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.
2. The board will not evaluate, either formally or informally, any staff other than the EXECUTIVE DIRECTOR.
3. The board will view EXECUTIVE DIRECTOR performance as identical to organizational performance, so that organizational accomplishment of board stated Ends and avoidance of board stated limitations will be viewed as successful EXECUTIVE DIRECTOR performance.

POLICY TYPE: BOARD-STAFF RELATIONSHIP

POLICY TITLE: DELEGATION TO THE EXECUTIVE DIRECTOR

The board will instruct the EXECUTIVE DIRECTOR through written policies which 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.

1. The board will develop policies instructing the EXECUTIVE DIRECTOR to achieve specified results, for specified recipients, 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. All issues that are not ends issues as defined here are means issues.
2. The board will develop policies that limit the latitude the EXECUTIVE DIRECTOR may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decision, and circumstances that would be unacceptable to the board even if they were to be effective. Policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The board will never prescribe organizational means delegated to the EXECUTIVE DIRECTOR.
3. Below the global level, a single limitation at any given level does not limit the scope of any foregoing level.
4. Below the global level, the aggregate of limitations on any given level may embrace the scope of the foregoing level, but only if justified by the EXECUTIVE DIRECTOR to the board' s satisfaction.
5. As long as the EXECUTIVE DIRECTOR use 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. Such decisions of the EXECUTIVE DIRECTOR shall have full force and authority as if decided by the board.
6. 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 delegation is in place, the board will respect and support the EXECUTIVE DIRECTOR' s choices.

7.

POLICY TYPE: BOARD-STAFF RELATIONSHIP**POLICY TITLE: MONITORING EXECUTIVE PERFORMANCE**

Monitoring executive performance is synonymous with monitoring organizational performance against board policies on *Ends* and on *Executive Limitations*. Any evaluation of EXECUTIVE DIRECTOR performance, formal or informal, may be derived only from these monitoring data.

1. The purpose of monitoring is simply to determine the degree to which board policies are being fulfilled. Information which does not do this will not be considered to be monitoring.
2. A given policy may be monitored in three ways:
 - A. Internal report: Disclosure of compliance information to the board from the chief executive.
 - B. External report: Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the board. Such reports must assess executive performance only against policies of the board, not those of the external party unless the board has previously indicate that the party' s opinion to be the standard.
 - C. By direct board inspection: a designated member or members of the board assess compliance with the appropriate policy criteria.
3. Upon the choice of the board, any policy can be monitored by any method at any time. For regular monitoring, however, each *Ends* and *Executive Limitations* policy will be classified by the board according to frequency and method.
 - A. Quarterly Internal reports for Policies 4.3, 4.4, 4.7, and 4.8.
 - B. Annual External reports for Policies 4.4, 4.9, 1.1, 1.3, and 1.4.
4. In every case, the standard for compliance shall be *any reasonable EXECUTIVE DIRECTOR interpretation* of the board policy being monitored. The board is final arbiter of reasonableness, but will always judge with a “reasonable person” test rather than with interpretations favored by board members or even by the board as a whole.

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POLICY TYPE: ENDS**POLICY TITLE:**

PEI Family Violence Prevention Services Inc exists so that there is no family or relationship abuse on PEI at a cost to the organization justified by the results.

1. Individuals are safe in their relationships
 - i. victims know where to get help
 - ii. victims have the ability to access services
 - iii. victims feel emotionally supported and empowered
 - iv. women who have been abused and their children have access to a safe place
 - v. Women recognize the warning signs of abusive relationships
 - vi. Teens are aware of the elements of a healthy relationship
 - vii. Teens recognize the warning signs of abusive relationships
 - viii. Abusers know where to get help

2. There is legislation and policy that supports safe relationships.
 - i. There is appropriate public funding to family violence prevention initiatives
 - ii. Government officials have awareness and understanding of violence as a societal problem

3. The public has awareness and understanding of family and relationship abuse as a societal issue.

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