



Burnaby Association  
for Community Inclusion

# **Burnaby Association for Community Inclusion**

## **Board Manual**

Standards of Practice and Policies

Revised: November 9, 2011

## BOARD MANUAL

### BURNABY ASSOCIATION FOR COMMUNITY INCLUSION – Standards of Practice and Board Policies

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## 1 OVERVIEW

### 1.1 History of the Organization

It is both the vision and commitment of the Burnaby Association for Community Inclusion (BACI) to achieve excellence in each of our service areas. Our Association is recognized as a provider of innovative and personally responsive services, responsible and powerful advocacy, and as a place of leadership within our community.

In 1956, parents of children with disabilities formed a non-profit Association in Burnaby to help advocate for the rights of their sons and daughters. This was the birth of the Burnaby Association for Mentally Retarded Children. In the face of only two options – institutionalization or staying at home – the families came together and created the services for their children. In June 2002, our members voted and changed our name to the *Burnaby Association for Community Inclusion*. Throughout the years, our commitment has always been to respond to the needs of our members and the individuals we serve.

Shortly after its beginning, the Association and parents introduced Burnaby's first school for children with special needs – Donald Patterson School (named after the excellent Vancouver doctor who treated children with disabilities and lent his name to our cause). By the mid-1960s, the Burnaby School Board provided our Association with three separate Donald Patterson sites for special needs education programs, Plans were soon underway to build a new Donald Patterson School on Canada Way.

In the 1970's, the Association developed a series of programs that led the way for the services that exist today (for example, early childhood intervention, respite, vocational training supports, and summer recreation programs).

With the welcomed closure of the Tranquille, Woodlands and Glendale facilities in the 1980's, our Association played a significant role in welcoming disabled citizens back into the community and making sure that they were successfully supported.

Around the same time, the vision grew of building and owning our own centre. Thanks to the shared efforts of Association members, the BAMH Building Options Foundation, the City of Burnaby, the provincial government, community volunteers, and local businesses and corporations, our Still Creek Centre became a reality.

From its start as a grassroots organization, our Association has maintained a strong commitment to listening to the needs, interests and wishes of individuals and families and accommodating them to the best of our ability. Our services must honour this group above all. This belief results from the fact that our services directly and deeply affect the quality of life of those receiving them. We are committed to being a dynamic and positive Association with a strong membership, always driven by, and answerable to, the individuals and families we serve.

One of the most important values that guides BACI's work is the belief that citizenship (rights, privileges, and responsibilities) must be equally accessible to all Canadians, including individuals with a disability. Therefore, our goal is to both integrate the principles of citizenship into the services we provide – such as the right to self-determination, contribution, and the freedom from discrimination – and to advocate and make sure these principles are also present for people with disabilities in all social and political systems. Each person has the right to make decisions about what sort of life they will lead, and to be given responsibility for those choices. This includes the right to make decisions regarding their working life, home life, community activities, and the direction taken in their personal journey. BACI is committed to ensuring that:

- All self advocates are given roles of leadership, involvement and influence in matters that are of concern to them (including our services) and that all individuals be directly involved in all decisions affecting their life;
- All individuals enjoy opportunities to make meaningful contributions to their communities;
- Our local communities, cities, province and country are places of full inclusion for people with disabilities, especially if they need extra supports to live in the community;
- Citizens respect each other's rights and responsibilities;
- Children with disabilities can learn, grow and play with other children in their community.

## 1.2 Vision Statement

Burnaby Association for Community Inclusion (BACI) serves individuals of all ages with disabilities together with their families, provides an infant development program and offers child care for all children.

BACI advocates that all individuals are accepted and valued members of the community who contribute to society in their own unique way.

## 1.3 Mission Statement

BACI, through innovative programs and excellent facilities, exists to:

- Empower people to live their lives by respecting their choices
- Assist in the learning, development and growth of all individuals
- Ensure that people are connected to family and friends
- Support families to provide the best care for their children
- Advocate, by raising community awareness, for individuals with disabilities

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## **2 BACI SERVICES**

### **2.1 Residential Supports**

A house or apartment does not make a home. A home is a place where a person finds comfort, calm, and happiness. It is a place of belonging. It is also an expression of the person who lives there because it is a place where the individual's personal tastes and likes are clear for everyone to see. Creating homes for adults and youth with disabilities can sometimes be challenging because there are many interests, influences, and demands in order for them to be successful. BACI will make every effort to provide the means for making a safe and happy home for those who receive our residential services.

BACI has 16 staff-supported homes in the Burnaby community. Each home supports 2 to 5 adults with developmental disabilities, so they feel that it is "their" home in the community.

### **2.2 Life Sharing Network**

The Life Sharing Network offers another option to the staffed residential homes by providing individuals with a home to live in with people from the community and /or respite supports within the home of other people. The Association contracts with families (including single persons or couples) who are interested in welcoming an individual into their home and supporting that individual to: develop and maintain their personal network of friends and family; find and participate in meaningful activities; and feel like they are truly welcomed in their community. The Life Sharing Network supports both adults and children.

We also have housing developments – Stride Place, Filby Court, Madison, Rosser, and Orchard Heights – that provide alternative and flexible living situations for people with disabilities.

### **2.3 Day Services**

Our Day Services offer a range of programs that will meet the many interests and needs of adults with intellectual disabilities. Our main goal is to help individuals build the skills necessary to participate fully and confidently in community life (whether it is in supported work, employment, self-employment, education/training, or leisure/recreation).

### **2.4 Outreach Services**

The focus of our Outreach Services is to support individuals to live successfully in the community. BACI's programs are designed to make sure individuals develop the skills needed to lead the lives they want in their community. It is not enough to be just present in a community; we all need to feel that we belong and that we are valued. Outreach Services meets this goal by providing individuals with opportunities to make the most of their skills, abilities, and confidence so that they can live a full life with many meaningful options in the community. The services are often provided directly at the individual's home or in a place where they can learn the skills they need (for example, at the bank, grocery stores, city transit, etc).

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## 2.5 Teen Program

The Teen Program provides supports to youth after school and throughout the summer. This service offers activities and new ways for teens to access their communities and network with their peers.

## 2.6 Children's Services

### *Mission Statement*

Our BACI Children's Services will:

- Recognize the full value and abilities of every child;
- Provide quality, inclusive child care to meet the individual needs of all children;
- Make the most of each child's opportunities to grow physically, socially, intellectually, and emotionally;
- Recognize and appreciate all types of families and children;
- Encourage and recognize family and community contributions;
- Recognize the value of our staff and support their growth through various training Opportunities.

### *Our Philosophy*

We believe that "play" is the key part of our programs. Through play, children learn to take appropriate risks and accept challenges, while getting involved with the environment in a safe manner. Our children's programs offer high quality individualized child care for all children.

We believe that all children have the right to develop to their fullest potential emotionally, socially, physically and intellectually.

We believe in inclusion. BACI recognizes all children as wonderful individuals with a variety of strengths, needs, talents and interests. Inclusion is the opportunity for all children to accept each other and work together in the community. We encourage and support the child's natural curiosity.

BACI encourages multiculturalism and supports children from all ethnic groups. Many of our employees speak more than one language and come from a variety of cultural backgrounds. Being part of a multicultural and inclusive program offers all kinds of benefits. We believe in the importance of understanding, accepting and empowering all children. We encourage the development of a healthy self-awareness and value inclusion and respect for others.

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### *Licensed Programs*

Our child care centres are licensed as group child care facilities by the Community Care Facilities Licensing Board, and operate under the Provincial Child Care Facilities Regulations.

#### **Out-of-School Care:**

**Brentwood Park Plus (BPP)** was started in 1990, and later moved to its own portable in September 1992. BPP is located on the East Side of Brentwood Park Elementary School. BPP is fully wheelchair accessible and is licensed to care for 20 children from 5-12 years old.

**Twelfth Avenue** started in September 1998. The centre is located on the school grounds of Twelfth Avenue Elementary School in a wheelchair accessible portable. Twelfth Avenue is licensed to care for 25 children from 5-12 years old.

**South Slope** started in 2004 at the request and initiation of families from the Fair Haven Child Care Centre. The centre is in a classroom within South Slope Elementary School.

Our Out-of-School Care programs provide services Monday to Friday except on major national holidays. The pre-school hours are 7:00 a.m. to 9:00 a.m. and after-school hours are 2:45 p.m. to 6:00 p.m. On professional days, Christmas break and spring break, the hours are 7:00 a.m. to 6:00 p.m. The Out-of-School Care summer hours are also 7:00 a.m. to 6:00 p.m.

#### **Infant Toddler and 3-5 Programs:**

**Variety Hotelier House** was started in 1991 to provide an Infant Toddler Program, and then grew in 1992 to include a 3-5 Program. The inclusive Infant Toddler Program provides licensed childcare for 12 children up to 3 years of age. The 3-5 Program provides licensed childcare for 25 children, aged three to kindergarten.

**Fair Haven Children's Centre** first started in 1996. Fair Haven is located on the ground floor of Fair Haven Seniors' Centre. The inclusive Infant Toddler Program provides licensed care for 12 children up to 3 years of age. The 3-5 Program offers licensed care for 25 children aged 3 to kindergarten.

At any given time, our 3-5 Programs may register a maximum of 2 children between the ages of 30-36 months. The Infant Toddler and 3-5 Programs at Variety and Fair Haven are open from Monday to Friday, 7:30 am to 5:30 pm, except on major national holidays.

## **2.7 Infant Development**

Our Infant Development Program (IDP) serves children from birth to three years old, who are born with or are at risk of having a delay in their development. IDP is a program funded by the provincial government. The service is voluntary so it is the family's decision whether they use the service or not. The service is also free of charge. Referrals for the service come from doctors, public health nurses, and community professionals or directly from the family.

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IDP is "family centered." This means that the parents decide on what kind of support they need and want for their child. Families play an important role in every child's development. From birth to three years, a child develops very quickly. The way the child grows, learns, communicates, behaves, and socializes is also a responsibility of the family and the experiences they provide for their child.

Once a family is referred to the program, a consultant will visit their home. Together, the family and the consultants plan the activities that best meet both the child's and the family's needs. If the child has a disability, up-to-date information will be given to the family. Infant Development Consultants are professionals. They have skills and knowledge in child development, and can support families to develop their child's growth in the very important early years.

The program has an extensive waitlist, so for those families who do not receive the services of a consultant, there are many drop-in groups they can attend for support, information, and consultation about their child's development. The families can also see a physiotherapist at one of the group drop-ins..

## **2.8 Family Support**

Our Family Support services offer families a place and opportunity to meet, support each other, and access resources that help them support their family member in the best possible way. Families know their child best, but at times they need extra support and information to learn about, plan and advocate for their family member's needs. Family Support is a place where families who share similar experiences can meet and support other families to find what they are looking for in their own situation.

BACI has a site called *Family Matters* where families can meet and use the space for gatherings. The *Family Matters* place is also available for community groups to use.

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### **3 BACI BOARD - Policies**

#### **3.1 Policy Governance**

Policy governance is the main responsibility of the BACI Board of Directors. This means that the Board has the responsibility to:

- Create and explain – in plain language – BACI’s vision, mission, operation, and strategic planning;
- Guide its own actions as well as the actions of members, committees, and staff.

The Board and its committees work with the Executive Director to develop policy. The Board is the only body with the power to approve policies for the organization. The staff are responsible for making sure that the policies are in place and working for everyone.

The Board acts as one body and voice.

The Board’s purpose is to govern the Association. The management of the Association is the Executive Director’s responsibility.

#### **3.2 Actions of the Organization**

The Board will build and keep services by developing policy in the following areas:

- Leadership
- Accessibility
- Health and Safety
- Human Resources (Staffing)
- Financial (Funding and Money Issues)
- Planning and Goals Management
- Individual-Centred Service Planning
- Rights
- Community Living Services
- Child and Youth Services
- Sustainability

The BACI Constitution and By-laws are the legal documents that guide all the work of the Association. The Constitution outlines why BACI was started and describes its roles and goals. The By-laws describe all of BACI’s rules about the following issues: future development, job descriptions, responsibilities and roles, and setting up the system for voting and holding membership meetings. These legal documents also describe why and how BACI offers services to people with disabilities.

Board Members must be familiar with the BACI Constitution and By-laws.

### **3.3. Board Roles and Responsibilities**

The Board is responsible for all actions and decisions connected with BACI. The Board is made up of volunteers, so no member receives compensation (other than related expenses) for the roles and responsibilities they have with BACI. The Board has given the Executive Directors the power to make the day-to-day decisions in order to run the services offered by BACI. The major role of the Board is to guide BACI to meet its annual goals through effective leadership, policies, strategic planning, financial monitoring, and management. The Board is also responsible for making sure that BACI follows up on its duties in order to successfully meet its goals.

#### **Legal Responsibilities**

A Board member must meet certain standards of conduct and attention in carrying out his or her responsibilities to BACI. These standards are usually described as the duty of care, the duty of loyalty, and the duty of obedience.

#### **Duty of Care**

It is a Board member's duty to exercise reasonable care when he or she makes a decision as a steward of the agency.

#### **Duty to Act Honestly, In Good Faith and in the Best Interests of the Society.**

A Board member must be faithful to the agency's mission. They are not permitted to act in a way that is inconsistent with the central goals of the agency. A Board member can never use information obtained as a member for personal gain, and must always act in the best interests of the agency.

#### **Duty of Law**

Each member must exercise the care, skill and diligence of a reasonably prudent person. Each member should try to familiarize themselves or become knowledgeable about the provincial and federal laws related to the operations and existence of a non-profit society. The Board will seek legal advice when necessary to make sure the Association is following all laws and legal obligations.

Each member must be aware of the legal considerations, including liabilities, which are involved with being a member of the Board and with the decisions they make. The Board will seek legal advice, when necessary, to make sure the decisions they are making do not put members or the Association at risk.

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## Board Responsibilities - Leadership

The responsibilities of the Board include the following:

### 1. The Board represents its community and membership.

- The Board's role is to listen to, reflect on, and communicate with the individuals, groups and community served by BACI (e.g. Annual General Meetings, General Meetings, etc.)

### 2. The Board provides leadership and plans for the future.

The Board's role is to:

- Identify and manage risks;
- Learn and talk about the changing environment;
- Identify important challenges;
- Develop goals and objectives for providing services and charting the Association's future;
- Work with the Executive Director to review, discuss, and update policies as needed;
- Develop and implement Board Policies;
- Participate in strategic planning;
- Ensure legal and ethical integrity;
- Follow the Board Accountability Schedule;
- Make sure there are effective short-term and long-term plans in place;
- Work with the Executive Director to review and monitor the Association's operating budget;
- Ensure leadership development and planning ahead for future leaders (succession);
- Comply with laws and legal responsibilities;
- Follow its own rules and obey all the laws in BC and Canada for Societies;
- Review the mission and vision statements;

### 3. The Board leads and sets the direction.

The Board's role is to:

- Approve policies;
- Review BACI's strategic plan goals on a regular basis to make sure they are being monitored and acted upon;
- Support the Executive Director with decisions where applicable;
- Make challenging and important decisions with the Executive Directors;

- Be alert and work towards achieving enough funding (in various ways) to meet BACI's goals and provide services.

#### **4. The Board performs direct work.**

The Board's role is to:

- Hire and evaluate the Executive Director;
- Recruit new board members;
- Welcome, introduce and support new board members;
- Develop and work together as an effective team;
- Get the necessary resources to support their work;
- Evaluate themselves;
- Develop and maintain an accountability schedule;
- Provide proper financial oversight. The Board must assist in reviewing the annual operating budget and ensure that proper financial controls are in place;
- Work with the Executive Director to make sure adequate resources are in place so the Association can do business and fulfill the agency's mission;
- Serve as role models for the values of the Association;
- Use Board meetings as a place for developing new ideas for BACI's future instead of just looking back at the past;
- Make sure there is regular communication with membership;
- Perform financial monitoring;
- Review internal and external reports (i.e. Risk Management, Outcomes Measurement, Accessibility, funder reports, etc.) and make related decisions to ensure the quality improvement of the Association,

### **3.4 Board Membership Criteria**

The number of people on the Board is determined by the Association's Constitution and By-laws. Each member must meet the membership criteria to be on the Board. This means that they must have certain qualities and characteristics.

Each Board member must have a genuine interest in the betterment of the Association, as well as a passion and commitment to BACI's values, mission, and vision. Other characteristics that make for an effective Board member – and should therefore be considered when selecting new Board members – include:

- Ability to listen, to think critically and clearly;
- Creativity;
- Ability to work well with people individually and in a group;
- A willingness to prepare for and attend Board and committee meetings, ask questions, take responsibility and follow through on a given assignment;
- Ability to evaluate oneself;

- Ability to promote a positive community image for both the Board and the Association;
- A commitment to learn, grow, and develop skills related to the operations and overall Board responsibilities;
- Honesty, sensitivity to, and tolerance of, differing views;
- A friendly, responsive, and patient approach;
- Community-building skills;
- Personal integrity;
- Values that align with BACI's;
- Problem-solving skills;
- A sense of humour.

Members are selected to be on the Board because of the characteristics and contributions they can make to BACI. Each member will be held accountable for meeting these requirements and may be asked to leave if he or she does not meet these requirements (via the breach of BACI's Code of Ethics or the Board's Code of Conduct).

Former employees or contractors of the Association cannot join the BACI Board for a minimum of three years after their resignation/termination from the Association.

### **3.5 Board Selection Process**

A call for Board Nominations, via the Nominations and Resolutions Committees, goes out to the BACI membership in May of each year. The Committee will receive and review the nominations, then submit a report to the Board in June. The Board will review the report and vote to either accept or reject the report.

The Nominations Committee then submits the approved report to the BACI membership for approval and voting (as per the By-laws). A Board is selected at the September Annual General Meeting and will begin their work in October.

There are rare occasions when a Board member must step down before their Board appointment is completed. If this happens, the BACI Board will, using the same membership criteria, try to find a suitable person to step into the vacancy.

### **3.6 Board Orientation**

Each Board member must complete an orientation during the first month of their duties, The orientation will include a welcome correspondence from the President as well as a one-to-one discussion with the Executive Director. Each member will receive the following:

- Board Manual and its contents, including the applicable statement of compliances;
- A tour of the Association's programs and services;
- The most recent Annual Report, including the financial statements;
- A copy of the strategic plan;

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- Board minutes from the previous three months;
  - Copy of Director's Insurance;
  - BACI Code of Ethics (must sign statement of compliance) See Appendix I;
  - A confidentiality agreement (must sign statement of compliance);
  - Conflict Resolution Policy (must initial a copy as a statement of compliance) See Appendix II.

Every BACI Board Member must have a Criminal Records Search completed at the beginning of each term. The President will review the searches and follow up with members accordingly to decide if they are still suitable to be a BACI Board member. The Vice President will review the criminal record search for the President.

### **3.7 Board Education and Development**

Ongoing professional and personal development is important to the overall effectiveness of the Board, on a collective and individual level. Board members, along with the Executive Directors, will circulate educational opportunities on a regular basis. The learning opportunity must be related to the member's Board duties/responsibilities. The Association will pay for the related costs, including travel, fees, meals, and accommodations.

### **3.8 Board Exit Process**

Members leave the Board either on a voluntary or non-voluntary basis. It is extremely rare, but if a member acts in a way that could hurt or damage the Association, they may be asked to step down. An investigation and decision (as outlined in the breach of BACI's Code of Ethics or Board Code of Conduct) will be made by the Executive Committee.

On most occasions, a member leaves the Board voluntarily. If a member leaves in the middle of their term, they must submit a resignation letter to the President. If they leave at the end of their term, they must notify the Chair of the Nominations Committee.

When a member leaves voluntarily, the President is encouraged to do a short exit interview with him or her to get feedback and input for Board growth and development.

### **3.9 Board Remuneration of Expenses**

All Board members will be reimbursed for related expenses. The receipts should be forwarded to the Executive Director for processing.

The BACI Board of Directors are volunteers. They will not be financially compensated (receive money) for their 'work'/contributions as Board members or for any other duties as a BACI volunteer.

### 3.10 Positions on the Board

#### President

The President makes sure that all the decisions and following the rules in the Constitution and By-laws does the work of the Board. The President may represent the Board to people and groups in the community. The President is the only Board member with the power to speak for the Board on issues related to BACI only.

The job of the President is to complete the following duties:

- Chair the Board meetings;
- Carry out the meetings through Roberts' Rules of Order;
- Facilitate discussions during meetings;
- Work with the Executive Director to set the meeting agenda;
- Serve as public representative of the Board through media/communications/correspondence;
- Carry signing authority for the Association;
- Participate in the Finance Committee;
- Participate in special meetings as necessary;
- Make recommendations to the Board as necessary (through the Executive Committee);
- Advise the Board of Directors on questions of conflict of interest, professional actions, moral behavior, etc., with regard to the Board members, the President, Executive Committee and/or Executive Director;
- Organize the Board's annual self-assessment;
- In the event of a tie vote, the President's vote will be the deciding vote;
- Ensure the Association as a whole is achieving its goals;
- Make sure the Board follows its own rules and obeys all the laws in BC and Canada for societies that are responsible for services to people with disabilities;
- Follow the Board's decision-making guidelines that are clearly outlined in the BACI Constitution and By-laws;
- Before making a decision, make sure the Board thinks the issue over very carefully and considers all sides (deliberates), and then responds with a final answer as soon as possible;
- Make sure all their decisions are part of the topics covered by Board policies and rules;
- Represent the Board to people and groups in the community in explaining the Board's position on a variety of issues;
- Give permission to the Vice President(s) to have the same powers as the President for special occasions only (delegates). The President is always responsible for whatever happens when the other individual(s) are making decisions for the President;
- Chair the Executive Committee.

**Vice-President**

- Assume the Chair responsibilities in the President's absence;
- Participate in special meetings as necessary;
- Make recommendations to the Board as necessary (through the Executive Committee);
- Advise the Board of Directors on questions of conflict of interest, professional actions, moral behavior, etc., with regard to the Board members, the President, Executive Committee and/or Executive Director.

**Treasurer**

- Chair the Finance Committee;
- Chair the Audit Committee;
- Review monthly financial statements with Executive Directors and Manager of Finance and Technology;
- Assist in the monitoring of the Association's budget;
- Report to the Board of Directors and general membership on finances;
- Prepare any necessary reports;
- Carry signing authority for the Association;
- Ensure the Board's financial policies are followed;
- Participate in special meetings as necessary;
- Make recommendations to the Board as necessary (through the Executive Committee);
- Advise the Board of Directors on questions of conflict of interest, professional actions, moral behavior, etc., with regard to the Board members, the President, Executive Committee and/or Executive Director.

**Executive Committee's Role**

The Executive Committee is made up of the following Board positions: President, Treasurer, and the Vice Presidents.

The purpose of the Executive Committee is to act for the Board on important issues with permission of the Board, and to make decisions for the Board on urgent decisions when it is impossible for the Board to meet. The decisions made by the Executive Committee are approved at the next Board meeting.

The Executive Committee will make sure the following responsibilities are carried out in a timely and appropriate manner:

- Review policies and rules that need the Board's attention;
- Make sure the Board is spending its money appropriately;
- Listen to and review complaints about the Executive Directors;

- Hold extraordinary meetings as needed.

### Regular Board Member Duties

- Attend all Board and committee meetings and functions, such as special events;
- Be informed about the organization's mission, services, policies, and programs;
- Review the agenda and Board package prior to Board meetings;
- Serve on committees and offer to take on special assignments;
- Inform others about BACI;
- Suggest possible nominees to the Board who can make significant contributions to the work of the Board and the organization;
- Keep up-to-date on developments in the organization's field;
- Follow conflict of interest and confidentiality policies;
- Refrain from making special requests of the staff;
- Assist the Board in carrying out its financial responsibilities, such as reviewing the agency's annual financial statements, and its regular internal reports.

### 3.11 Annual General Meeting

The Board plans and conducts the Annual General Meeting (AGM) as per the Constitution and By-laws. The AGM is an occasion for electing new Board members, and reporting to the membership on the organization's finances, programs and services, as well as actions taken by the Board on behalf of the membership over the past year. The AGM is an opportunity for the Board to get feedback and support from the membership about proposed by-law changes, resolutions, programs, committees, and other on-going initiatives or issues throughout BACI.

Regular awards are also given out at the AGM. The Board nominates and selects the award winners at the June Board meeting. The Executive Director and employees may provide input in this area.

- **Volunteer of the Year** – given to a member of BACI who, through volunteer work, makes an exceptional contribution to the Association and/or community.
- **Lifetime Member Award** - given to a member of BACI who, through many years of volunteering on committees, being on the Board, or involved in other activities with the Association, has made a great (and long-lasting) impact on the Association. This award is not given annually, but only when the Board feels there is a suitable winner.
- **Honourary Lifetime Member** – given to a member or non-member of BACI that has made an extraordinary contribution to, or difference at, the Association. The person or group may be involved with BACI for a short or long period of time.
- **Marvin Germaine Award** – given to the person who makes a significant contribution through the bowling group. The Board defers this decision to the bowling group.

### 3.12 General Meeting

The Board plans and conducts the General Meeting as per the Constitution and By-laws. This meeting is held to update members on what's happening throughout the Association, and to receive feedback/input when necessary.

### 3.13 Board Committees

#### Types of Board Committees

There are two types of Board Committees – standing and ad hoc.

1. Standing committee: exists year-round
2. Ad hoc committee: exists to accomplish a goal and then ceases to exist.

The Board may establish both standing committees and ad hoc committees when necessary in order to meet its responsibilities. Only committees that are approved by the Board of Directors and comply with the Board Manual are considered to be committees of the Board.

#### *Standing Committees 2011*

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**Finance Committee:** This committee meets every month to review the financial statements for the Association. The committee is chaired by the Treasurer, and other members include the President (or Past President when assigned), the Executive Director and the Senior Manager of Finance and Technology. The committee will report back to the Board on the status of BACI's finances.

**Advocacy Committee:** The committee is made up of volunteers who are self-advocates, family members, community friends, as well as BACI staff. The committee meets once a month to discuss local, provincial and federal issues that affect people with developmental disabilities and their families. When the committee determines that significant advocacy action is required, the plan for action will be presented to and approved by the Board of Directors prior to implementation. The Committee can address on-going advocacy issues with the approval of the Board Representative on the Committee and the Executive Director. All communications – i.e. letters, briefs – will be kept in a binder available for the Board, to increase awareness and deeper appreciation of the Committee's efforts to improve the lives of people with disabilities.

**Seniors' Committee:** The committee meets approximately once a month to discuss issues that affect seniors and/or individuals with disabilities who are aging. The committee will make recommendations to the Board. The committee is made up of volunteers who are self-advocates, family members, community friends, as well as BACI staff.

**Quality Assurance Committee:** The committee meets approximately 3-4 times per year to ensure BACI is meeting the standards of Quality Assurance (and accreditation) established throughout the agency. Program Departments report on their achievements, action plans, and overall

performance each quarter. The committee is made up of BACI employees, Board members, self-advocates, family members, and community partners. All Board members are encouraged to attend at least one Quality Assurance meeting per year.

**Disability Confident:** The committee's purpose is to ensure the implementation of the organization's Disability Confidence Policy and, in so doing, ensure that BACI is operating as a fully disability confident organization. The committee is a joint committee of the BACI Board and the SOFF Board and will be Co-Chaired by the Chairs of the two Boards. This committee will meet up to six times per year. Members on the committee will include representatives from BACI/SOFF stakeholders including the people we serve, families, staff, and community partners. A Senior Manager of BACI will coordinate the operational actions flowing from, and complementary to, the work of the committee.

### *Ad Hoc Committees 2011*

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**Audit Committee:** This committee meets once a year to review the audited statements and receive the final report from the Auditors. The committee then presents the statements and report to the Board for approval. The committee also presents the report, in conjunction with the Auditors, to the membership at the AGM. The committee is typically made up the Treasurer, President, a minimum of one other Director, the Executive Director and the Senior Manager of Finance and Technology. The Treasurer speaks on behalf of the Audit Committee.

**Nominations and Resolutions Committee:** The committee's purpose is to put a call out to the BACI membership, in May, for Board nominations and resolutions to be submitted at the Annual General Meeting. The committee accepts the nominations and presents a report to the Board for approval. The report then goes to the membership in the AGM mail out (as per the Constitution and By-laws). The committee is chaired by the Past President. The Chair will seek out two other members for the committee; the members will be other directors, family members, or self-advocates

**Governance Committee:** The committee's purpose is to review the BACI By-laws and Board Manual to make sure the documents meet the needs of the Association. If changes or additions are required, the committee will make recommendations to the Board for approval. The committee meets annually to do their review. The Chair is a member of the Board Executive Committee. Other members include: Board, BACI members, and the Executive Director.

### **Board Committee Membership**

Each Board member should participate in at least one committee and, he/she will Chair the committee or delegate the Chair responsibilities to another member of the committee. People who are not on the Board may be asked to sit on the committees to give advice and share information. This may include, but is not limited to: employees, families, self-advocates, funders, and community members. The Executive Director(s) is an ex officio member of every Board Committee.

## Board Committee Terms of Conduct

For a Board Committee to exist it must be approved by the Board of Directors as either a standing or ad hoc committee. Further, the committee's Purpose, Terms of Reference and membership must also be approved by the Board of Directors. Once operational, all committees of the Board, their Chairs and members must adhere to the following Terms of Conduct:

- *Communication...*Chairs or members of Board committees may not speak or act for the Board of Directors unless they are given special permission to do so for certain times only. This applies to Board Committee members and Chairs who may also be members of the Board of Directors. If the Board member has delegated the Chair responsibilities to another committee member, the delegated Chair must communicate through the Board member on the committee to the Board of Directors. If an issue arises within a committee that requires immediate action (Board approval process not possible), the committee Chair will contact the Executive Director(s), who may provide approval for action in a more timely manner.
- *Roles and Responsibilities...*Board committees are primarily vehicles for implementing policy, enacting governance requirements, and advancing the vision and mission of the organization. Board Committee membership may be broad, including multiple stakeholders, and clarity of roles and responsibilities is essential:
  - ✓ Board members who are either the Chair or a member of a Board Committee are representative of the Board of Directors and serve as a conduit for information between the bodies. A Board member who is the Chair of a Board Committee does not hold authority over the other members of the committee, except when exercising his/her duties as Chair. Board members who serve on a Board Committee are present because they have identified an interest in the committee's purpose and intend to offer their insight and skills to advance the committee's purpose.
  - ✓ Employees who are members of a Board committee are present because they have operational responsibility for actions that may either arise from or complement the work of the Board Committee. Employees who are members of Board Committees are not to be held accountable for their performance by the committee Chair or other members of the committee.
  - ✓ Families, Community Partners, or Service Recipients who are members of a Board Committee are present because they have an interest in the purpose of the committee and have agreed to share their insight and skill to move the committee's purpose forward.
- *Order...*All Board committee members will respect the same rules that guide the way the Board works.

### 3.14 Board Code of Conduct

Board members have a responsibility to do more than just follow the rules in the BACI Constitution and By-laws. Board members must have good values and use good judgment at all times. The entire Board and each of its members must act in a proper and professional way. The Board will treat each other with respect, cooperation, and show they can deal with issues in an open, fair and supportive environment by listening to all sides of the issue.

The BACI Board Members must also follow the following rules in their Code of Conduct:

- Members support BACI and will represent the interests of all people served by the Association and not give extra attention or favours to any people or groups either inside or outside of BACI.
- Members must use their power in a positive way and in the best interests of BACI. This level of trust is more important than any personal interest the member may have.
- Members will immediately let the Board know if they have a personal conflict of interest (as per the Conflict of Interest Policy).
- Members will not do anything that leads to personal gains or gains for their family members, friends, or other people they know.
- Members will not share private (confidential) information that is talked about at the Board meeting.
- Members will approach all Board issues with an open mind and be prepared to make the best decisions for everyone involved.
- Members will learn the BACI Board policies, by-laws and rules.
- Members are responsible for making policy decisions and making sure (with the help of the Executive Director) that the right staff and systems are in place to follow policies and the work of BACI.
- Members will put all their attention and energy towards the goals and mission of BACI and not on their personal goals.
- Members will attend meetings on a regular basis.
- Members must follow the BACI Code of Ethics.

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A Board member who breaks the rules of the Code of Conduct will be told in writing and will be allowed to present their side of the story at the next Board meeting. The person who brought the complaint forward must be named. If the individual is a Board member, both members must not participate in the problem-solving process and decision made by the Board. The Executive Committee will take a lead in the investigation process and make a recommendation to the entire Board.

### **3.15 Board Evaluation**

It is very important for the Board to conduct an annual assessment of its work and its ability to carry out the related responsibilities of BACI. The Board will conduct its evaluation in September. Each member must complete the evaluation form (see Appendix III) and submit it to the President two weeks prior to the September meeting. The President will make arrangements with the Executive Director to collate the results. The results will be discussed at the September meeting; the Board will establish goals for itself based on the discussion from the self-assessment.

### **3.16 Relationship to the Executive Director**

The Board is connected to BACI's operation of services, achievements, and other operations through its relationship with the Executive Director only. BACI's success in reaching its goals is evaluated by how well the Executive Director does his or her job. The Executive Director is directly responsible to the entire Board of Directors. The Executive Director is responsible for following up on all Board decisions. The following rules apply in the relationship between the board and Executive Director:

- The Executive Director is the Board's primary link to BACI's success with meeting its goals and actions. All issues outside of the Board's rules and policies fall under the authority of the Executive Director.
- The Board will give instructions to the Executive Director through written policies about BACI's goals and strategies for reaching them successfully. The Executive Director has the power to make decisions, take actions and develop activities as long as they are part of the plan to meet the Board's policies and goals.
- The Board may change its rules in the area between the Board and Executive Director in making decisions about certain issues. This may make a difference or change the choice of the Executive Director. In the meantime, the Board and its members will respect and support the Executive Director's choices.
- The Executive Director's performance is a way of evaluating BACI's performance. The Executive Director's performance should be evaluated and checked to see if it meets the Board's goals and policies.

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### 3.17 Reviewing the Executive Director's Performance

The Executive Director's performance will be closely watched through formal and informal ways. The whole Board is responsible for evaluating the Executive Director. The Executive Director's job performance will be reviewed and checked only in relation to the agreed-upon job goals (which include BACI meeting the goals of the Board's policies, and the responsibilities written in the Executive Director's job description). The following rules apply when reviewing the Executive Director's job:

- Decisions or instructions of individual Board members, officers or committees have no power over the Executive Director, except in rare cases when the Board agrees to make a special arrangement.
- The Board will not give instructions to persons who report directly or indirectly to the Executive Director.
- The Board will not evaluate, either formally or casually, any staff except for the Executive Director.
- The Board will review the Executive Director's performance as one way to review BACI's success at meeting its goals. For example, when the Board's goals are met, the Executive Director will be seen as performing effectively.
- The Board will develop a way to officially review and evaluate the Executive Director, which must include regular collecting of information to help make decisions about what type of job he/she is doing. One of the following three ways for deciding if the Executive Director is doing a good job may be used by the Board: (a) an inside report where the Executive Director gives examples of meeting BACI's goals; (b) an outside report where someone not connected to the Board in any way is chosen by the Board to see if the Executive Director is following the rules of the Board; or (c) the Board will select one or more members of the Board to see if the Executive Director is following the rules of the Board and meeting BACI's goals.
- The review and evaluation of the Executive Director is regarded as an effective way of determining if BACI's goals and policies are being met.
- All policies that give direction for the Executive Director to follow up will be checked regularly in a way chosen by the Board. The Board can check a policy at any time, but usually dates are picked for an annual policy review at the September Board meeting.
- The Board will communicate any changes in the way it reviews the Executive Director's job to the Executive Director.

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### 3.18 Annual Evaluation of the Executive Director

One of the key responsibilities of the BACI Board of Directors is the performance evaluation of the Executive Director. It is important to conduct an annual evaluation with the Executive Director to outline their achievements and areas for improvement. This evaluation is also an opportunity for the Board to communicate formally with the Executive Director about goals and planning/performance of the Association, as directly related to the Executive Director's strengths and limitations.

The BACI Board of Directors strikes a Sub-Committee at the January Board Meeting. The Committee is made up of three Board Members, with at least one being an Executive Committee member (President, Vice President, Treasurer). The Sub-Committee meets to determine the evaluation process. The evaluation process must be a best-practice performance analysis tool for senior leadership positions. The Sub-Committee reports back to the Board, at the February meeting, regarding the evaluation tool they have selected. The Executive Director is also notified.

The Sub-Committee completes the initial draft of the Executive Director's review and reports back to the entire Board, in writing, by the April Board meeting (in camera session). The Sub-Committee will also make recommendations about the Executive Director's compensation (if necessary). During this meeting, all Board members have an opportunity to give their feedback and input into the evaluation, as well as the goals and action plans for the upcoming year.

Once the Sub-Committee completes the final draft of the performance review, they present it to the Executive Director in June. This is the annual review date for the Executive Director. The Executive Director will have an opportunity to give input into the goals and objectives. The performance review must be signed by the Sub-Committees members and the Executive Director.

If a disagreement occurs about the evaluations between the Board and the Executive Director, the Executive Director will submit his or her assertions in writing within 14 days of the performance review date. This document is reviewed and discussed with the entire Board at a mutually agreed-upon date.

Regardless of the evaluation process used, the Executive Director needs feedback from the Board all year round. The on-going and formal feedback should include acknowledgement for work the Board is pleased with, as well as immediate feedback for areas of concern. Effective, consistent, and timely communication is very important to building the relationship between the Board and the Executive Director.

A formal performance review is only one component of the on-going communication and relationship between both parties. In turn, a positive working relationship between the Board and Executive Director will ensure great planning, organization, and quality of the Association's services, supports, and goals.

Note: Due to the extensive work it takes to fully evaluate the Executive Director, the Sub-Committee will conduct a thorough review once every three years. However, to ensure a review is completed annually, the Board will review the Executive Director's performance in regards to the performance goals established through the evaluation and other goals that are jointly established with the Board throughout the year.

When an Executive Director is new to his or her position, the Board will conduct a 6-month and year review as per the above procedure.

#### **Timelines Summary:**

- **January: Board strikes a Sub-Committee to conduct the performance review for the Executive Director;**
- **February: Sub-Committee decides on the evaluation tool and reports back to the Board;**
- **April: Sub-Committee will present their draft report to the entire Board for further feedback and input;**
- **June: The final draft of the evaluation is presented to the Executive Director.**

### **3.19 Executive Director Compensation**

The Board will review the Executive Director's compensation in conjunction with the annual performance review. Once the Performance Review Sub-Committee completes their report and submits it to the Board, the Board will establish a Compensation Committee (no members from the Review Sub-Committee will be members of the Compensation Committee) to determine any changes to the Executive Director's compensation. There must be at least one member of the Executive Committee on the Compensation Committee.

The Compensation Committee will make their recommendation to the Board based on the following considerations: resources available, outcome of the performance review, and a comparative analysis to other equivalent positions. The Board makes the final decision regarding the Compensation Committee's recommendation.

## **4 ROLES AND RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR**

### **4.1 Executive Director Duties**

Please see Appendix IV for Executive Director job description.

### **4.2 Executive Director Limitations**

The Executive Director will not start or allow any practice, activity, decision or situation at BACI that is either against the law, unsafe, or against the rules of professional business behaviour. The following rules apply to the Executive Director:

- The Board recognizes that there may be times when situations come up where the Executive Director will have to choose between two or more Board policies.
- During those situations, the Executive Director is responsible for bringing the conflict to the attention of the Board and to get direction about which Board policy is more important at the time.

- In situations involving the individuals getting services or those applying to get services, the Executive Director will not start or allow any situations, services, or decisions to exist that are not safe, not respectful, and do not honour a person's privacy (confidentiality).
- In situations about the treatment of paid and volunteer staff, the Executive Director may not start or allow situations that are not fair or not respectful.
- Budget planning during the financial business (fiscal) year of BACI will not: affect or move away from the Board's goals, allow risky situations that result in less money/funding; and allow the opportunity to complete needed planning for the future.
- Information and advice to the Board will be on time, complete, and true.
- All items that belong to BACI are considered "assets" and must be protected, looked after properly, and kept safe.
- Money and benefits for specialized staff will depend on if there is enough money available.
- There will be no conflict of interest involved in situations involving money or making contracts. If there is a conflict, the Executive Director will tell the Board right away.

### **4.3 Communication and Advice to the Board**

The Executive Director will never give the Board information that is not true, inaccurate, or not properly checked, so they can make good informed decisions. The Executive Director must:

- Let the Board be aware of new issues that come up, possibilities of problematic or negative media/news coverage, outside and inside changes, and especially changes in the meaning of any current Board policy.
- Give information that is needed for regular evaluations, is on time, properly checked, easy to understand in plain language, and connected to the rules of the Board policies.
- Get information from lots of staff and outside points of view about issues and choices needed for the Board to make fully-informed decisions.
- Speak to all members of the Board, except when a board member has asked for their own information about board-related decisions.

- As soon as possible, report any times when Board rules are not being followed.

#### **4.4 Succession Planning**

It is very important to always promote leadership throughout the organization. It is responsible and in the best interest of the Association to make sure strong leadership is in place for programs, management, Board, advocacy, and Self-Advocates.

The Board and Executive Director share the responsibility of succession planning for BACI. The Board makes the final decision regarding the choice of Executive Director. However, throughout the term of the Executive Director, the Executive Director can present, create, and expose senior managers to learning and capacity-building opportunities, both internally and externally, related to executive leadership.

As for succession planning in other areas of BACI, the Executive Director will make sure there are maximum opportunities for leadership growth and development across all programs within the Association.

The Board will work and plan with the Executive Director to make sure there are opportunities for leadership growth and development for other stakeholders, like: families, Board (or potential Board members), members, families, and advocates.

## 5 CONSTITUTION AND BY-LAWS

CONSTITUTION AND BY-LAWS OF THE  
BURNABY ASSOCIATION FOR COMMUNITY INCLUSION  
(REVISED: NOVEMBER 2, 2006)

### 5.1 CONSTITUTION

1. The name of the Association is the Burnaby Association for Community Inclusion.
2. The objectives of the Association are to:
  - a. promote the education, training, development, and welfare of all persons who are people with developmental disabilities and all children
  - b. develop, provide and monitor services for persons who are people with developmental disabilities and all children
  - c. co-operate with public and private agencies, departments of government and other organizations interested in the objectives of this Association
  - d. affiliate with Provincial Associations promoting the welfare of persons who are people with developmental disabilities and all children
  - e. seek support and assistance, financial and otherwise, from all persons and organizations for the purpose of the Association
  - f. develop a better understanding by the general public of persons who are people with developmental disabilities and all children.
  - g. own real and personal property and provide suitable buildings and other property for the accommodation and use of persons who are people with developmental disabilities and all children, to further the objectives of the Association.
3. In the event of the dissolution of or winding up of the Association, all its remaining assets, after payment liabilities, shall be distributed to the British Columbia Association for Community Living OR some other charitable organization in British Columbia recognized under the provisions of the Income Tax Act and engaged in work on behalf of persons who are people with developmental disabilities and all children. This provision is unalterable.
4. The Society shall be carried on without purpose of gain for its members. No part of any income of the Society shall be payable or otherwise available for the personal benefit of the members thereof, and any profits or other accretions of the Society shall be used in promoting its objectives. This provision is unalterable.
5. The Directors shall serve without remuneration, and the Directors shall not receive, directly or indirectly, any profits from their position as Directors but may be paid expenses incurred by them in the performance of their duties. This provision is unalterable.

6. The society shall carry on works exclusively of a charitable nature. This clause is unalterable.

## 5.2 BY-LAWS

### 1. *Membership*

- a. Any person interested in furthering the objectives of the Association may become a member in good standing on payment of a fee as determined by the membership, which sum shall cover his dues as a member of the Association for the membership year commencing October 1 to September 30 of the following year. All members in good standing shall have the right to receive notice of and attend all general and special meetings of the Association, to propose, second and speak to resolutions and nominations at all said meetings, to vote thereon and to hold office in the Association.
- b. Any organization which shall contribute money or services to the Association by way of a gift shall be eligible for membership in the Association during the year in which the gift is made, and upon invitation shall become an organization member upon appointing one member to attend and vote on its behalf at meetings of the Association and upon advising the Board of Directors in writing of such an appointment.
- c. Any person who has made an outstanding contribution, either monetary or by way of services, to the welfare of persons who are people with developmental disabilities and all children may be invited to an Honorary Membership on recommendation of the Board of Directors; such recommendation to be made at the Annual Meeting and such members to be entitled to all privileges of active membership, except voting or holding office. Any person elected an Honorary Member shall be an Honorary Member for life, or until such Honorary Membership is revoked on motion at an Annual Meeting.
- d. Any person who has made an outstanding contribution to the welfare of persons who are people with developmental disabilities and all children may be elected to a Lifetime Membership on the recommendation of the Board of Directors.

Any person elected as a Lifetime Member shall have the privilege of holding office and voting at any general meeting.

- e. Any member who conducts himself or herself in such a way as to be detrimental to the purposes and objectives of the Association shall, at the discretion of the Board of Directors, be expelled from the Association. Any member so expelled shall have the right to appeal his or her expulsion to a General Meeting of the Association upon application in writing to the President or Executive Director prior to such meeting.

## 2. Association Dues

A member shall be in good standing when he or she has paid his or her dues which are due and payable 30 days prior to the Annual Meeting in each year. The annual membership dues shall be \$5.00 per person.

## 3. Meetings

- a. The Annual General Meeting of the Association shall be held in September and shall include:
  1. Report of the Board of Directors
  2. Report of the Auditors
  3. Election of Table Officers, Directors and their installation
  4. Appointment of Auditors
- b. The Board of Directors shall submit to each Annual General Meeting:
  1. A report on the activities of the Association during the previous year and their recommendations (if any) concerning the future operations of the Association.
  2. A statement of the receipts and disbursements of the Association during the previous fiscal year and a statement of its assets and liabilities at the termination of the said fiscal year.
- c.
  1. The date, time and place of all general meetings of the Association shall be fixed by the Board of Directors.
  2. Every general meeting, other than an Annual General Meeting, is a general meeting.
  3. The Directors shall convene at least three general meetings each year.
  4. Directors shall, upon written requisition of 10% of the membership or any ten members in good standing, whichever is greater, convene a special general meeting of the members within 21 days of the receipt of the said requisition.
  5. Notice in writing, stating the business to be put before the membership, day, place and hour of the special general meeting, shall be sent to all members in good standing, not less than 14 days prior to the date set for the special general meeting.
- d. Every member in good standing, in attendance at a general meeting, shall have one vote on every question coming before all general meetings, including the Annual

General Meeting, and on every question coming before all special meetings. The Chairperson shall not have a second vote in the case of an equality of votes.

- e. A quorum at any general meeting shall be 10% of the membership, three of whom shall be Table Officers or directors, present in person and entitled to vote at any general meetings of the Association.
- f. If, within 30 minutes from the time appointed for a general meeting a quorum is not present, the meeting, if convened on the requisition of members, shall be terminated; but in any other case, it shall stand adjourned to the same day in the next week, at the same time and place, and if, at the adjourned from the time appointed for the meeting, any three members present constitute a quorum. (???)
- g. No resolution proposed at a meeting need be seconded and the Chairperson of a meeting may move or propose a resolution.

#### 4. *Table Officers And Directors*

- a. The Board of Directors may exercise all such powers and do all such acts and things as the Association may exercise and do, and which are not by these by-laws or by statute or otherwise lawfully directed or required to be exercised or done by the Association in general meeting, but subject, nevertheless, to be provisions of meeting.
  - 1. All laws affecting the Association
  - 2. These by-laws, and
  - 3. Rules, not being inconsistent with these by-laws, which are made from time to time by the Association in general meeting.
- b. No rule, made by the Association in general meeting, invalidates a prior act of the Board of Directors that would have been valid if that rule had not been made.
- c. The Table Officers of the Association shall consist of a President, two Vice Presidents, a Treasurer OR Secretary, each being elected for a one-year term. Any person running for election for the office of President or Vice President must have been a Regular Member for at least one year prior to running or being nominated. The immediate Past President may serve as a Table Officer.
- d. There shall not be less than four nor more than eight Directors, each being elected for a two-year term; who shall with the Table Officers become the Board of Directors of the Association. At least one member of the Board of Directors shall be a self-advocate.
- e. Any member of the Board of Directors who is absent from three consecutive meetings without acceptable excuse shall, at the discretion of the Board of Directors, cease to hold office as a Table Officer or Director, as the case may be. Any casual

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vacancy occurring in the Board of Directors may be filled by the Board of Directors, but any person so chosen shall be selected from the membership in good standing, and shall retain office only so long as the preceding member would have retained office.

- f. Five members of the Board of Directors shall constitute a quorum, of which two must be Table Officers, in order to transact business.
- g. No member may hold more than one office in the Association at the same time.
- h. Any Table Officer or Director shall be eligible for re-election. The President of the Association shall hold office for not more than two consecutive years. This person shall be eligible for election to the office of President after a time lapse of not less than one year.
- i. The Board of Directors may appoint an Executive Director who shall be an ex-officio member of the Board of Directors to carry out the policies of the Board of Directors and the Association.
- j. The Board of Directors shall have the power to appoint such staff and negotiate such remuneration as are required to carry out the objectives of the Association.
- k. No Table Officer or Director of the Association shall receive any remuneration as such, but nothing herein contained shall prevent any Table Officer or Director from receiving reimbursement for expenses he or she may incur in connection with the affairs of the Association. Such expenditures are approved by the Board of Directors.
- l. The Board of Directors may regulate their meetings as they see fit and may exercise all powers of the Association, save and except that they may not purchase or acquire real or personal property on behalf of the Association of a value of more than \$100,000 at a time without the approval of BACI's general membership.

## 5. *Duties Of The Officers*

- a. The President shall preside at all general and Board of Directors meetings and shall perform all other duties pertaining to the office and shall be an ex-officio member of all committees.
- b. A Vice-President shall preside in the absence of the President and shall carry out such duties as may be assigned by the President.
- c. The Executive Director, under the direction of the Treasurer, shall receive, collect and hold all monies of the Association; shall acknowledge all fees and contributions by

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signed receipt; shall pay by cheque all accounts and shall present financial statements at each meeting of the Board of Directors.

- d. At the discretion of the President, the positions of "Vice-President" and "Manager of Finance and Administration" be given the authority to sign cheques on behalf of the Association in addition to the existing authorized positions of the President, Treasurer, and Executive Director. All cheques must have two authorized signatures. At least one of the signatories must be one of the Table Officers.
- e. A Secretary shall record minutes of all meetings of the Association and Board of Directors. The Executive Director shall keep minutes of all meetings of the Association. Any member of the Association may at any reasonable time examine the minutes, books and records of the Association, provided that either the Secretary or the Executive Director may require not more than seven days notice of the intention to so examine.

## 6. Committees

- a. The Board of Directors may establish committees as required from time to time to further the objectives of the Association.
- b. The role of the committees shall be:
  - 1. Advise and assist staff in implementation of Board of Directors policies.
  - 2. Recommend policies and programs to the Board of Directors in the committee's Terms of Reference.
- c. At least one Board of Directors member shall serve on each committee to provide direct liaison.
- d. The Chairperson of each committee shall be a member, in good standing, of the Association.
- e. All committees may meet and adjourn as they think proper. Answers to questions arising at any meeting shall be determined by a majority of votes of the members of the committee present and in case of an equality of votes the Chairperson shall not have a second or casting vote.
- f. A nominating committee, consisting of three members, shall be appointed by the President of the Association (or if he or she fails to act, the Board of Directors) at least thirty days prior to the Annual Meeting and present their nominations at the Annual General Meeting. Additional nominations may be made at the Annual General Meeting by any member, in good standing, present.

## 7. *Borrowing*

The Association, if deemed expedient for carrying out its objectives, may borrow, raise or secure monies in such manner as it thinks fit, and in particular, by the mortgages of its real property, but no such mortgage shall be issued without the sanction of a Special Resolution of the Association, by a majority of 75% of the membership, in good standing, in attendance. Notice of a Special Resolution must be served by mail to all members at least fourteen (14) days prior to the meeting at which said resolution will be presented. Provided always that the Board of Directors shall have full authority on behalf of and in the name of the Association, to renew such mortgages to borrow and secure the repayment of funds, and provided further that the Board of Directors may borrow and secure the repayment of funds by the issue of debentures only with the authorization of a Special Resolution passed by the members in attendance at a general meeting.

## 8. *Lending*

The Association may, upon suitable application, make loans of money to other Chapters of the Association in the Province of British Columbia, this to be done by a 75% majority vote of the members, in good standing, present at a general meeting, held not less than fourteen (14) days following notification of all members of the intention. Interest charges against the loan shall be at a rate recommended by the Board of Directors and voted on at the same meeting of the general membership present.

## 9. *Audit*

The accounts and records of the Association shall be audited each year by a qualified accountant.

## 10. *Seal*

The seal of the Association may be affixed to any instrument by any two of the following:

The President  
A Vice-President  
The Treasurer  
The Executive Director

## 11. *Fiscal Year*

The fiscal year of the Association shall be from the first day April to the 31st day of March in the next succeeding year.

## 12. *Conduct Of Meetings*

Conduct of all meetings of the Association shall be in accordance with Robert's Rules of Order where they do not conflict with the written By-laws of the Association or the Societies Act.

## 13. *Amendments To The Constitution Or By-Laws*

The Constitution and By-laws of the Association may be altered by a Special Resolution of a majority vote of 75% of the members, in good standing, in attendance at any special or general meeting. Notice of motion to amend the Constitution or By-laws of the Association must be given to every member, in good standing, at least fourteen days prior to the meeting at which the proposed amendment shall be presented for discussion.

## 14. *Regional Organization*

The Association may enter into agreements with other groups or organizations to regionalize the Association and its programs. Such an agreement is to be confirmed by members, in good standing, at a general or special meeting.

## 15. *AGM Resolutions*

### a. Receipt and Compilation of AGM Resolutions

1. Section 3a of the Constitution and By-laws requires that the Association's AGM be held in September. Approximately 90 days prior to the AGM (and no later than the third week in June), a Call for Resolutions will be sent to the Association's membership indicating the format for resolutions as well as the cut-off date for receipt of resolutions by the Resolutions Committee.
2. Resolutions, in writing, must be received by the Resolutions Committee no later than the announced cut-off date, typically within the last two weeks of June. Each resolution must be worded in the form of a motion and accompanied by a written Supporting Statement that outlines the background and rationale behind the resolution. Resolutions should be written in plain language wherever possible.
3. Resolutions may be submitted by any BACI member in good standing, the BACI board of Directors, or any official Committee of the Board. Resolutions from individual members must be accompanied by that member's name, address, and telephone number.
4. Resolutions will be sequentially numbered in the same order in which they are received.
5. For the sake of clarity, the Resolutions Committee may rewrite a submitted resolution, provided that the spirit and intent of the original resolution is maintained. If there is duplication contained in more than one resolution, the

Resolutions Committee may consolidate them into a single resolution, provided that the spirit and intent of each original resolution is maintained.

6. Not less than 14 days prior to the AGM, copies of each resolution will be sent out to each Association member, providing members with a reasonable opportunity to review and consider the merits of each resolution and to prepare for discussion, debate and voting at the AGM.

#### b. Debate and Voting on AGM Resolutions

1. A reasonable amount of time will be set aside at each AGM for introduction, discussion, debate and voting on resolutions. This amount of time shall not be less than one hour.
2. Time permitting, each resolution will be presented in sequential order at the AGM for introduction by the initiating member. Each resolution will require a seconder before being opened for discussion and debate by members in attendance at the AGM. The first and last opportunity to speak to a given resolution will be provided by the mover.

## 6 GUIDELINES FOR SUCCESSFUL BOARD STEWARDSHIP

1. Regularly attend Board and committee meetings.
2. Read and understand the minutes of Board and committee meetings.
3. Read the organization's publications.
4. Treat the affairs of the organization as you would your own.
5. Become a member of the organization.
6. Know and understand the organization's goals, objectives and programs – how they are decided and implemented.
7. Know the Board's budget, budgeting process and financial situation.
8. Know who is authorized to sign cheques and to what amount.
9. Inquire if something is not understood or if something comes to your attention that causes questioning of a policy or practice.
10. Avoid the substance or appearance of conflict of interest, either fiscal or programmatic.
11. Be certain the Board is fulfilling all aspects of its not-for-profit and tax exempt status.
12. Monitor the community and professional image of your organization.
13. Be certain that policies are clearly identified and that the Board acts on them as a group rather than as a small group of individuals.
14. Know the Board's, mission, initiatives, supporting staff, and most recent audited financial statement, before accepting membership.
15. Insist that the Board has proper and external legal counsel, not a Board member.
16. Enquire about the Board's policy relating to Board member liability.
17. Follow through on the Board's commitments in a timely manner.
18. Understand the difference between staff and Board functions, and staff and

- Board roles relating to policy and implementation.
19. Recognize that staff members have other responsibilities apart from work with the Board. Do not ask for information requiring extensive research without first consulting.

## **Appendix I – BACI Code of Ethics**

### **Overview**

Ethical dilemmas arise when our values are in conflict. We face many instances where simple answers are not available to resolve ethical issues. The BACI Code of Ethics reflects the Association's values, the principles governing our behaviour, the standards expected of us, and our commitment to choosing the best course of action. All individuals who owe a responsibility to the organization and the people we serve, including employees, board members, volunteers, and sub contractors must adhere to our Code of Ethics.

The BACI Code Ethics was created with input from the people we serve, families, board members, and employees. It is important that the Code reflect the current values and standards of the Association. Therefore, to insure the Code is relevant and meaningful, it will be reviewed every three years. The Board of Directors is responsible for initiating and organizing a committee to review the Code of Ethics.

### **Reporting and Investigating a Breach of the Code of Ethics**

BACI considers a breach of the Code of Ethics a very serious matter that must be resolved as soon as possible. Employees, board members, volunteers, and subcontracts must immediately report, in writing, any breach of the Code of Ethics. The person making the report will not face reprisal for making the report, unless the action is malicious or knowingly false. If the person does not report any known actions or incidences that breach the Code of Ethics, the person will be enabling the action and therefore, subject to disciplinary action or sanction (depending on the person's role within BACI).

All allegations related to a breach of the Code of Ethics will be investigated within a maximum of 14 days of the report submitted. The investigation and information will remain confidential. The person who receives the report is responsible for conducting the investigation and making recommendations to resolve the matter.

Employees must submit the report to their immediate supervisor, unless the allegation is against the supervisor. In this case, the report must go to the authority person responsible for the supervisor. If the allegation is against the Executive Director, the report must go directly to the President.

Volunteers must report to the Manager of Human Resources & Quality Assurance. If the allegation is against the Manager, the report must go directly to the Executive Director.

Subcontractors must report to the Executive Director.

Board members must report to the President. If the allegation is against the President, the report must go to the other members of the Executive Committee.

### **When a Breach of the Code of Ethics Occurs**

If an employee breaches the Code of Ethics, the allegation will be resolved through either the conflict resolution process or progressive disciplinary process.

If a volunteer breaches the Code of Ethics, the allegation will be resolved through either the conflict resolution process or they may no longer be able to volunteer at BACI.

If a subcontractor breaches the Code of Ethics, their contract may be terminated.

If a board member breaches the Code of Ethics, the allegation will be resolved through either the conflict resolution process or they may be sanctioned by the Board of Directors.

### **Code of Ethics**

#### **1. Guiding Principles**

As a board member, employee, volunteer, or sub-contractor, my interactions with the people I serve are guided by the following set of principles:

***a) I will recognize the inherent rights and value of every person.***

I recognize the value of every person. All people, including people with disabilities, have the same basic human rights as well as the same rights and responsibilities as other citizens. I will treat all people in a fair and equal way.

I will recognize and treat each person as an individual. I recognize that all people are unique. Every individual has gifts and limitations. Each person must be seen and treated as an individual and with respect. I will respect and be sensitive to individual differences and cultural and ethnic diversity. My support will be inclusive and non-discriminatory to the individual regardless of age, colour, disability, ethnicity, gender, religion, sexual orientation, marital status, and/or socioeconomic status.

***b) I will recognize that family and friends are of utmost importance in the lives of the people whom we support.***

I am committed to making sure that all of the people that I support have family and friends in their lives. Friends and family are an extremely important part of our lives. People with friends are usually more valued and safer in the larger community. Personal relationships add joy to people's lives, make their lives more satisfying, and make them people less vulnerable.

***c) I will encourage and support the people I support to make decisions that affect their lives.***

I will ensure people can say or show what they want, make sure that they have choices, and respect those choices. My goal is to involve the people I support in making decisions and to make sure that they have enough information to make choices themselves. Making choices and decisions may lead to taking risks, to being responsible for those decisions and to learning from those experiences. I will ensure that people who are vulnerable have family, friends, and professionals (if requested or necessary) involved in making decisions that affect their lives.

***d) I recognize that all people have a right to take part in and belong to their community and will support them to participate in their community.***

I am committed to working toward a community in which people are neither labeled nor excluded. All people have the right to belong in their community and they should be valued for the gifts that they bring to their community.

***e) I believe all people should lead self-determined lives.***

I recognize that the people I support require support services. I will provide support to increase the person's growth, independence, access, and ability to control their life. I will provide support that enables the person to achieve their hopes, dreams, and goals.

## **2. Ethical Standards – Association**

All actions conducted by the Association's board, staff, volunteers, and sub-contractors are governed by the following ethical standards:

***a) Duty Under the Law***

I accept my responsibility to know and to comply with the laws, which govern all of our actions and decisions. Beyond observing the letter of the law, I am committed to complying fully with the intent of the law. Where ethical conduct demands that I do more than the minimum mandated by the law, I will do more than the law requires.

***b) Community Citizenship***

The Association makes an essential contribution to the health of our community by providing leadership, services and employment. Society, however, expects the Association to support and participate in charitable, educational, cultural and political affairs. I will exercise these responsibilities of citizenship to a degree sufficient to keep myself and others attuned to the needs of our society, to contribute significantly to its cultural and educational institutions, and to support our democratic system of government.

***c) Business and Financial Practices***

In dealing with members, funders, partners, other societies and businesses, and members of the general public:

- I will conduct myself with openness, honesty, integrity and fairness.
- I will employ only ethical means to achieve the Association's goals and ends.

- I will be truthful and accurate in all public statements and promotions concerning the services, programs or any other aspect of the Association.
- I will not disparage or demean other professionals, agencies or organizations or the quality of service that they provide.

***d) Disclosure of Information***

People receiving services, families, members, the public, funders and various government agencies have a right under the law to a broad range of information about the Association. I am committed to full and accurate disclosure required by the letter and the spirit of such laws. When news media, people we serve, members, employees or business organizations make reasonable requests for information, I will provide them with thorough and accurate answers.

***e) Protection of Personal Information***

I will protect proprietary information – that is confidential information whose disclosure could harm our Association’s practices or the interests of individuals, families, employees or members – from improper or inadvertent disclosure. (Privacy Charter & Policy)

***f) Conflict of Interest***

The relationship of trust between the Association and a director, an employee or a contractor (in some circumstances) is violated when the director or employee engages in a conflict of interest - that is when personal gain or benefits to another person or organization is put ahead of the interests of the people we serve or the Association. I will strive to avoid conflicts of interest but where they occur, I will disclose them to a person in authority so they may be remedied. (Conflict of Interest Policy)

***g) Professional Care & Support***

I will maintain relationships that are both professional and caring towards the people I serve. Honouring the person’s moral and legal rights and caring for the person’s well-being will demonstrate this. I am aware that power differentials exist and will never abuse or misuse the positions of power. I am committed to ensuring our own personal biases, values, and experiences do not inhibit or influence those of the people we serve.

***h) Professional & Personal Development***

I will seek and maintain training and credentials to provide the best possible care for the individual. I will participate in on-going self-evaluation, consultation, continuing education, and self-care activities.

## **Appendix II – Conflict Resolution Policy**

### **Policy Goals**

We encourage individuals, family members, members, directors, employees, and members of the broader community to resolve their differences among themselves in a respectful and at least cordial manner. However, people are sometimes too close to an issue or too emotionally involved in a situation to accept and understand a differing point of view. Sometimes this creates anger, resentment, and ill will which take people away from a solution. With this potential in mind, the goal of this policy is:

- to help people understand what conflict is and recognize some of its common sources,
- to guide people in avoiding conflicts,
- to encourage people in conflict to find their own amicable solutions and,
- to provide a means for resolving conflict when other means have been unsuccessful.

### **Conflict and Its Sources**

In the context of our Association, conflict usually is the struggle that occurs when people's needs, demands, or goals conflict with those of others. Conflict can result from (among other things): incorrect assumptions, misunderstandings and incomplete information.

### **Avoiding Conflict**

We recommend that people try to anticipate and avoid conflicts by:

- Being realistic about their own expectations and the limitations of people and situations.
- Deciding how important a matter is and if it is really worth disputing.
- Being honest and communicating openly. People should make clear to themselves and others what they want, need, or expect.

### **Resolving Conflicts Informally**

We suggest that people first try to resolve conflicts using one or more of the following methods:

- Step back and try to be objective about the situation.
- Try to put themselves in the other person's position.
- Negotiate a compromise. Sometimes people are better off getting most or part of what they want now than spending time trying to get everything.
- Explain their position to someone they trust to give honest feedback about whether they are being reasonable and fair.
- Get someone to advocate or negotiate on their behalf if they are too close to the problem or too emotional about it.
- Get an informal mediator, someone whose judgment, objectivity, and fairness all parties trust.

### **The Formal Conflict Resolution Process**

If a conflict cannot be resolved informally, BACI has adopted a formal conflict resolution procedure as follows:

The person seeking resolution should clearly define and put in writing if possible:

- the history and present circumstances of the dispute. (How did this conflict come about and what is the current situation),
- the factors that they think are causing the problem,
- how they want the dispute resolved and why it should be resolved that way.

The person should then present their concern:

- First, to the BACI supervisor/coordinator unless the conflict is with the supervisor. If the conflict cannot be resolved at this level then,
- Second, to the manager responsible for the program in which the dispute started, unless the manager is one of the parties in the conflict. If the conflict cannot be resolved by the manager then,
- Third, to the Executive Director. If the Executive Director cannot solve the conflict or if the Executive Director is one of the parties then,
- Fourth, to the Conflict Resolution Committee, a sub-committee of the Board of Directors.

#### **NOTE:**

The Conflict Resolution Process is not intended to resolve conflicts between the Association and employees who are members of the B.C.G.E.U.

Unionized employees are expected to use the provision for conflict resolution outlined in the Collective Agreement.

Exempt (non-union) employees may use the Conflict Resolution Process.

## Appendix III – Board Evaluation Form

### BACI Board Self-Evaluation

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Areas for Evaluation	<input type="checkbox"/>	Actions/plans	Timeline for follow-up and completion
<b>Membership and Representation</b>			
The Board consists of family members and community representatives who are active in influencing decisions, provide effective governance, and generate needed resources.			
The Board is diverse in its make-up, reflective of the community, and has a written plan to maintain appropriate community representation and diversity.			
The Board builds strong relationship with relevant community stakeholders, including funders, politicians, BACI membership, and community organizations.			
The Board is represented at Children and Community Living events including General Meetings, conferences, BACI committees, and community meetings.			
<b>Governance</b>			
The Board leads the development of the strategic plan.			
Board members are knowledgeable about the mission and values of BACI and are able to apply them to policy decisions.			
The Board understands its role and its focused more on results than the specific means of achieving them			
A plan is in place to ensure that there is reasonable organizational readiness for the succession of either the Executive Director or the Board Chair			
<b>Responsibilities</b>			
The Board Manual, covering all Board roles and responsibilities is provided to and followed by all Board members.			
The Board controls signing authority.			
The agency's bylaws are updated as its needs change. Board members and management staff have a current copy			
Policies exist covering Board member conflict of interest, members who apply for			

jobs with the agency, absenteeism, term limits, Board member liability and crisis management			
The Board establishes working committees to carry out specific assignments.			
Board committees have defined objectives consistent with the agency's strategic plan and report regularly to the Board.			
The Board follows and updates the Accountability Schedule.			
<b>Renewal and Development</b>			
The Board is regularly renewed			
The Board has a written Board development process including the identification, recruitment, selection, orientation and ongoing evaluation and recognition of members.			
Board members are provided orientation and training in a timely manner relevant to their collective and individual responsibilities.			
<b>Meetings</b>			
The Board has regular, duly constituted meetings as per BACI's Constitution, By-laws, and Board Manual. Each member actively participates in meetings and maintains a clear focus on strategic issues and decisions			
Written agendas and standard reports are sent out before meetings.			
<b>Board Performance</b>			
The Board sets annual goals for its own work.			
The Board evaluates its performance annually.			
The Board evaluates the Executive Director annually.			

Comments:

## Appendix IV – Executive Director Job Description

<b>JOB TITLE</b>	Executive Director
<b>JOB GOAL</b>	Develop and administer all services for persons with a developmental disability as formulated by the management team, Board of Directors, and members. Implement policies and objectives of the Association as priorities permit. Day to day management of departments. Interpret Association programs to public, staff, and general membership.
<b>EDUCATION</b>	Post secondary education with an emphasis on human services, management, and accounting skills. <i>Preferred:</i> Masters level education, M.S.W. or M.S.A.
<b>EXPERIENCE</b>	Minimum of 3 years working in non-profit agencies as a manager or administrator. Experience in computerized accounting, database, and budgeting. Demonstrated knowledge of management and personnel practices. Demonstrated ability to lead management
<b>OTHER INFORMATION AND REQUIREMENTS</b>	Criminal Record Search  Physician's letter stating that the prospective employee's health is sufficient for the job.
<b>REPORTS TO</b>	Board of Directors
<b>JOB DEMANDS</b>	Travel throughout the Greater Vancouver area as required and be prepared to work weekends and evenings as required. High energy. Sound judgment and ability to make decisions. Ability to develop a team approach and work effectively with volunteer board, local associations, community services, and various funding sources. Initiative and ingenuity. Willingness to participate in suitable professional development activities. Ability to analyze and synthesize large amounts of material (over 30 departmental budgets). Patience and tolerance for ambiguity and good conflict resolution skills.

## TERMS OF EMPLOYMENT

<b>HOURS OF WORK</b>	As required to ensure the smooth operation of the Association.
<b>SALARY RANGE</b>	Commensurate with knowledge and experience.
<b>EVALUATION</b>	An initial performance be done by the Board Executive Committee evaluation will after the 6 month probation period. Annual performance appraisals will be done by the committee after confirmation of employment.
<b>DUTIES</b>	The position includes but is not limited to the following duties.  <b><i>Board of Directors</i></b> Report monthly to the Board of Directors. Coordinate and direct Association functions. Organize committees and help them attain objectives and develop policies. Assist with Board recruitment and volunteer recognition. Maintain proper record-keeping of various budgets in cooperation with the Manager of Finance and Administration.  <b><i>Personnel</i></b> Conduct recruitment, selection, training, and performance appraisals of all staff and maintain personnel records. Supervise other organizations and projects under the care of the B.A.C.I. Provide leadership in problem-solving . Evaluate and review professional development opportunities and arrange for staff participation. Support staff to maintain liaison with employers, families, and community.  <b><i>Government and Community Contacts</i></b> Liaise with Ministry for Children and Families, United Way, and other funding sources on funding and programs. Maintain contact with Sharing Our Future Foundation, BCACL, Burnaby School Board, Simon Fraser Regional Health Board, Human Resources Development Canada, Douglas College and other relevant bodies and organizations.  <b><i>Project Development</i></b> Prioritize projects for which to pursue funding. Arrange for funding and oversee the development of new projects. Develop and maintain a data collection system on the Association's activities.

<b><i>Supervision</i></b>	Provide leadership and ensure that the staff work together to achieve the goals of the Association. Individually supervise and evaluate program managers and administrative staff. Chair and coordinate the activities of the management team.
<b><i>Association Services and Facilities</i></b>	Coordinates the development of Association services and facilities and implements them. Develops policies for presentation and acceptance by the Executive Board. Monitors Association policies. Develops and maintains strategies based on individual need. Evaluates existing programs and services on an on-going basis. Researches and develops both opportunities and activities for clients. Keeps programs focused. Understands and overviews quality control, marketing, production and promotion.
<b><i>Organization and Management Skills</i></b>	Conversant with legal requirements and proceedings. Maintains an effective chain of command. Maintains personnel management procedures. Knows current labour practices and BCGEU staff contract. Can formulate and revise job descriptions. Interviews, hires, evaluates, disciplines, and, if necessary, terminates personnel. Facilitates training and development of personnel. Practices effective negotiation skills. Delegates responsibility appropriately. Can schedule staff to optimize efficiency. Stimulates high morale and maintains team spirit. Monitors staff for “burn out” and over-involvement.
<b><i>Financial Management</i></b>	Prepares, submits, and negotiates facility budgets. Oversees management and maintenance of facilities and equipment. Performs cost-benefit analysis on use of Association resources.
<b><i>Developing Funding Strategies</i></b>	Researches and develops grants. Produces and presents plausible briefs.