

SECTION: EXECUTIVE LIMITATIONS	TITLE: GENERAL EXECUTIVE CONSTRAINT	NUMBER: 3.1 – 3.9
APPROVED BY: BOARD MEMBERS		DATE: October 7, 2004 R: September 26, 2005 R: July 29, 2009

Global Policy:

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

- 3.1 Dealings with staff shall not be unfair or undignified.
- 3.2 Budgeting any fiscal period or the remaining part of any fiscal period shall not deviate materially from Board ENDS priorities, risk fiscal jeopardy nor fail to show a generally acceptable level of thought.
- 3.3 Actual financial conditions at any time shall not incur fiscal jeopardy or compromise the Board ENDS priorities.
- 3.4 Information and advice to the Board will have no significant gaps in time-lines, completeness or accuracy.
- 3.5 Assets may not be unprotected, inadequately maintained or unnecessarily risked.
- 3.6 Compensation and benefits for staff shall not deviate materially from market.
- 3.7 No fewer than two executives will be informed of Executive Director and Board issues and processes.
- 3.8 There shall be no conflict of interest in awarding purchases or other contracts.
- 3.9 Information on employment initiatives shall not be withheld from other community organizations.

SECTION: EXECUTIVE LIMITATIONS	TITLE: STAFF TREATMENT	NUMBER: 3.10 – 3.14
APPROVED BY: BOARD MEMBERS		DATE: October 7, 2004 R: September 26, 2005 R: July 29, 2009

Global Policy:

With respect to treatment of paid staff, the Executive Director may not cause or allow conditions, which are unfair or undignified. Accordingly, she or he may not:

- 3.10 Operate without personnel procedures, which clarify personnel rules for staff, provide for effective handling of issues and disputes, and protect against wrongful conditions.
- 3.11 Fail to acquaint staff with their rights under this policy.
- 3.12 Discriminate against any staff member for expressing an ethical dissent.
- 3.13 Prevent staff from grieving to the Board when the employee alleges that Board policy has not protected his or her rights.
- 3.14 Create employment conditions, which fail to respect the particular cultural heritage of employees.

SECTION: EXECUTIVE LIMITATIONS	TITLE: BUDGETING	NUMBER: 3.15 – 3.18
APPROVED BY: BOARD MEMBERS		DATE: October 7, 2004 R: September 26, 2005

Global Policy:

Budgeting any fiscal year or the remaining part of any fiscal year shall not deviate materially from Board ENDS priorities, risk fiscal jeopardy nor fail to show a generally acceptable level of foresight. Accordingly, she or he may not cause or allow budgeting which;

Policy:

- 3.15 Contains too little information to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow and disclosure of planning assumptions.

- 3.16 Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
- 3.17 Provides less than an adequate amount for Board Budget.
- 3.18 Is not derived from long term administrative planning.

SECTION: EXECUTIVE LIMITATIONS	TITLE: FINANCIAL	NUMBER: 3.19 – 3.23
APPROVED BY: BOARD MEMBERS		DATE: October 7, 2004 R: September 26, 2005

Global Policy:

With respect to the actual, ongoing condition of the organization’s financial health, the Executive Director may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in ENDS Policies. Accordingly, she or he may not:

Policy:

- 3.19 Expend more funds than have been received in the fiscal year to date, unless the debt can be replaced by certain otherwise unencumbered revenues within 90 days.
- 3.20 Use any Long Term Reserves.
- 3.21 Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within 30 days.
- 3.22 Allow cash to drop below the amount needed to settle payroll and debts in a timely manner.
- 3.23 Allow tax payments or other government – ordered payments or filings to be overdue or inaccurately filed.

SECTION: EXECUTIVE LIMITATIONS	TITLE: EMERGENCY EXECUTIVE SUCCESSION	NUMBER: 3.24
APPROVED BY: BOARD MEMBERS		DATE: October 7, 2004 R: September 26, 2005

In order to protect the Board from sudden loss of Executive services, the Executive Director may not have fewer than two other Executives familiar with Board and Executive issues and processes.

Policy:

- 3.24 In the event that the Executive Director is not available to sign cheques, two other executive staff members will have the authority to sign.

SECTION: EXECUTIVE LIMITATIONS	TITLE: ASSET PROTECTION	NUMBER: 3.25 - 3.32
APPROVED BY: BOARD MEMBERS		DATE: October 7, 2004 R: September 26, 2005 R. July 29, 2010

Global Policy:

The Executive Director may not allow assets to be unprotected, inadequately maintained nor unnecessarily risked. Accordingly, she or he may not:

Policy:

- 3.25 Fail to insure against theft and casualty losses to at least 80 percent replacement value and against liability losses to board members, staff or the organization itself in an amount greater than the average for comparable organizations.
- 3.26 Allow UN-bonded personnel access to material amounts of funds.
- 3.27 Subject plant and equipment to improper wear and tear or insufficient maintenance.
- 3.28 Unnecessarily expose the organization, its Board or Staff to claims of liability.
- 3.29 Make any purchase (a) wherein normally prudent protection has not been given against conflict of interest (b) of over \$1,500.00 without having obtained

comparative prices and quality (c) of over \$10,000.00 without a stringent method of assuring the balance of long term cost and quality.

- 3.30 Receive, process or disburse funds under controls, which are insufficient to meet the Board-appointed auditor’s standards.
- 3.31 Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than AA rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
- 3.32 Acquire, encumber or dispose of real property.

SECTION: EXECUTIVE LIMITATIONS	TITLE: COMPENSATION AND BENEFITS	NUMBER: 3.33 – 3.41
APPROVED BY: BOARD MEMBERS		DATE: October 7, 2004 R: November 7, 2006 R: July 29, 2010

Global Policy:

With respect to employment, compensation and benefits to employees, consultants, and contract workers, the Executive Director may not cause or allow jeopardy to fiscal integrity or public image. Accordingly, she or he may not:

Policy:

- 3.33 Change her/his compensation and benefits.
- 3.34 Promise or imply permanent or guaranteed employment.
- 3.35 Establish current compensation and benefits which deviate materially from the geographic or professional market for the skills employed.
- 3.36 Create obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses of revenue.
- 3.37 Establish or change pension benefits.
- 3.38 Allow an employee to lose benefits already accrued from any foregoing plan.
- 3.39 Cause unfunded liabilities to occur or in any way commit the organization to benefits, which incur unpredictable costs.

- 3.40 Provide less than some basic level of benefits to all full time employees, though differential benefits to encourage longevity in key employees are not prohibited.
- 3.41 Treat her or himself differently from other comparable key employees.

SECTION: EXECUTIVE LIMITATIONS	TITLE: COMMUNICATION AND COUNSEL TO THE BOARD	NUMBER: 3.42 – 3.49
APPROVED BY: BOARD MEMBERS		DATE: October 7, 2004 R: September 26, 2005 R: July 29, 2010

Global Policy:

With respect to providing information and counsel to the board, the Executive Director may not permit the Board to be uninformed. Accordingly, she or he may not:

Policy:

- 3.42 Let the Board be unaware of relevant trends, significant training projects (over \$100,000.00) anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board Policy has previously been established.
- 3.43 Fail to submit the required monitoring data (see policy on Monitoring Executive Performance) in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.
- 3.44 Fail to gather for the Board as many staff and external points-of-view, issues and options as needed for fully informed Board choices.
- 3.45 Fail to identify the strategies by which staff and external points-of-view, issues and options are brought forward to the Board.
- 3.46 Present information in unnecessarily complex and lengthy form.
- 3.47 Fail to provide a mechanism for official Board, officer or committee communications.
- 3.48 Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
- 3.49 Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.

SECTION: EXECUTIVE LIMITATIONS	TITLE: INTER AGENCY LINKAGES	NUMBER: 3.50
APPROVED BY: BOARD MEMBERS		DATE: October 7, 2004 R: September 26, 2005

Global Policy:

With respect to providing information on employment initiatives to other organizations, the Executive Director may not cause or allow any information obtained to be withheld.

Policy:

Accordingly, he or she may not:

- 3.50 Fail to provide a mechanism to communicate information on employment initiatives to other agencies.