

Mnaasged Child and Family Services



Governance Policy and Procedure Manual

Month Year

*Acknowledging the Past
Serving the Present
Creating the Future*

TABLE OF CONTENTS

SECTION 1: INTRODUCTION	1
Vision	1
Mission	1
Code of Ethics	2
SECTION 2: MNAASGED ORGANIZATIONAL STRUCTURE	11
Annual Review of the Manual	11
Board Acknowledgement Policy.....	13
Organizational Chart.....	14
SECTION 3: GOOD GOVERNANCE	15
Conflict of Interest.....	15
Code of Conduct	19
Oath of Office	21
Confidentiality	22
Lines of Communication.....	24
Bylaw Review.....	26
SECTION 4: AGENCY MEMBERSHIP	28
Request to Service a First Nation from another Jurisdiction	28
Corporate Members	31
SECTION 5: DIRECTORS OF THE CORPORATION	34
Candidacy	34
Vacancy, Recruitment, and Term	36
Police Records Check.....	38
Child Welfare Records Check	41
Resumes and Biographies	43
Board Orientation.....	44
Removal of a Director.....	47
Officers	49
SECTION 6: EXECUTIVE DIRECTOR	51
Vacancy and Transition Planning.....	51
Compensation and Contract.....	53
Recruitment of the Executive Director.....	55
Orientation of the Executive Director	62
Performance Evaluation	65
Managing Work Expectations	69
Termination	70
Personnel File	74
SECTION 7: COMPLAINTS	77
Employee Complaints to a Director	77

Service Complaints	79
Complaints against the Executive Director	88
Complaints against a Director(s)	91
Protection Investigation involving a Director.....	94
SECTION 8: MEETINGS AND PLANNING	96
Attendance	96
Board of Directors’ Regular Meetings	98
Committee Meetings.....	102
Motions and Rules of Order	106
In-camera Meetings	110
Annual General Meeting	113
Strategic Planning.....	119
Request to Present	122
SECTION 9: RISK MANAGEMENT	124
Reporting.....	124
Media.....	127
Board Liability and Insurance Review.....	129
Auditor.....	131
Legal Counsel.....	133
Conflict Resolution	135
Service Ban	137
Board Evaluations.....	139
Board Training	141
SECTION 10: INFORMATION MANAGEMENT	142
Website	142
Sharing and Disclosure of Information.....	144

SECTION 1: INTRODUCTION

VISION

We are committed to the Grand Principle that the Child is a sacred responsibility and a gift given from the Creator, and it is the Parent's duty and responsibility to nurture this gift.

MISSION

We will provide for the Child's safety, security, and sheltering through the nurturing of our love and care.

OUR COMMITMENT

1. Ensure that services support the best interests of the Child.
2. Promote the spiritual, physical, emotional, and mental well-being of our Children, families, and communities.
3. Provide our families with community-based services.
4. Provide our families with strength-based services.
5. Provide our families and communities with services in a timely manner.
6. Ensure that our Children remain in the circle of family, community, or Nation.
7. Value cultural diversity and beliefs.
8. Ensure that families and communities receive services from people grounded in the Seven Sacred Teachings.
9. Ensure that language is woven into service practice.

RELATIONSHIP STATEMENTS

Mnaasged Child and Family Services embraces the fundamental philosophy of valuing relationships built on the foundations of good Governance practices by:

1. Fostering and maintaining positive and collaborative relationships by engaging our families and extended families in all aspects of service delivery.
2. Maintain cohesive relationships with First Nation leadership.
3. Provide services that reflect the principles of strong partnership among our Member Nations.
4. Build models of collaboration with existing community services.
5. Consult the communities in a comprehensive and meaningful process to ensure that their input is respected in service design and delivery.
6. Develop working relationships with external partners to achieve Mnaasged goals.

CODE OF ETHICS

As described in Bylaw #1, section 6.02, the Mnaasged Sacred Bundle includes a Code of Ethics based on the Teachings of the Four Directions: Kindness, Sharing, Honesty, and Strength and on the standards of relationships and values set out in the Seven Grandfather Teachings of the Seven Gifts: Respect, Honesty, Bravery, Humility, Wisdom, Truth, and Love/Caring. Directors must uphold and employ the ethical code and standards of behaviour and relationship embodied in the Sacred Bundle.

The Mnaasged Code of Ethics is contained in Appendix C. These Seven Teachings were discussed with Mnaasged Child and Family Services Elders and then defined as a code of ethics, as follows:

The Mnaasged Code of Ethics is based on Lunaapeew, Anishinabe, and Haudenosaunee Teachings of wisdom, love, respect, bravery, honesty, humility, and truth. Ethics in the workplace involve making decisions in the face of priorities, responsibilities, and restraints that, at times, may be clear but, at other times, may be ambiguous and conflicting. It is at these

times that the decision-making process within Mnaasged Child and Family Services will consider the values of the Seven Grandfather Teachings.¹

Mnaasged Child and Family Services recognizes that its Employees are in a public position and are seen to be in a special position of trust, with high expectations regarding the proper use of resources, information, and power. As such, it imposes ethical obligations on Employees to act in the best interest of Mnaasged. From the values come the standards of conduct expected of Employees. Employees are expected to strive to live up to these standards. The values of Mnaasged are a set of ideals to which Employees should aspire. The standards of conduct are intended to be more practicably enforced. The following statements are agreed to as a condition of hiring.

WISDOM – Directors, Employees, and Volunteers of Mnaasged Child and Family Services have a responsibility to the following:

- Maintain an appropriate level of professional competence with ongoing development and application of spiritual and academic knowledge and skills
- Consult with Elders, mentors, supervisors, or colleagues when necessary to develop a more informed understanding before pronouncing a decision
- On a regular basis, reflect on and assess one’s own well-being and its impact on the work performance
- Have a willingness to learn from one’s own mistakes

LOVE – Directors, Employees and Volunteers of Mnaasged CFS have a responsibility to:

- Strive to consider the needs of others.
- Demonstrate compassion towards co-workers and other colleagues they interact with.
- Be fair and consistent in their interactions with co-workers and other colleagues.
- Work to establish a positive relationship with co-workers and set aside differences for the benefit of the organization.

RESPECT – Directors, Employees, and Volunteers of Mnaasged Child and Family Services have a responsibility to the following:

¹ The description of the Gifts of the Seven Grandfather Teachings is credited to Edward Benton-Benai, *The Mishomis Book: The Voice of the Ojibway*, Hayward, WI: Indian Country Communications, 1988. Pictures from Ronnie Beaver, Many Eagles Man, Seven Grandfather Teachings, Mishomis O-Kah-Kee Qway Win, <http://ronniebeaver.myknet.org>

- Treat co-workers with respect and hold their right to success to be as important as your own
- Respect the opinions, skills, and knowledge of your co-workers and other colleagues
- Respect the privacy of, and be courteous to, co-workers and other colleagues
- Refrain from engaging in or supporting any activity that would discredit Mnaasged Child and Family Services

BRAVERY (Courage) – Directors, Employees, and Volunteers of Mnaasged Child and Family Services have a responsibility to the following:

- Be prepared to defend one’s own beliefs and convictions, when requested
- Take responsibility and always be accountable for your actions
- View constructive criticism positively and move to improve yourself or the situation
- Acknowledge and admit your mistakes and attempt to solve mistakes in a positive manner

HONESTY – Directors, Employees, and Volunteers of Mnaasged Child and Family Services have a responsibility to the following:

- Refrain from providing false or misleading advice or documentation
- Act and communicate honestly with no ulterior motive
- Avoid actual or perceived conflicts of interest and advise the immediate Supervisor of any potential conflict
- Perform your duties in accordance with relevant laws, regulations, and standards

HUMILITY – Directors, Employees, and Volunteers of Mnaasged Child and Family Services have a responsibility to the following:

- Delegate your responsibilities and authority to others, when required
- Accept the directives of those in authority
- Make a change to your actions or decisions when presented with a more constructive way of performing your duties
- Refrain from viewing yourself as superior to your colleagues, and willingly help others when the need arises

TRUTH – Directors, Employees, and Volunteers of Mnaasged Child and Family Services have a responsibility to the following:

- Be knowledgeable of the Seven Teachings and strive to live by them while performing the functions of your job

PROCEDURE

1. During orientation, this code of ethics will be reviewed with the new Director, who will be requested to sign the Code of Ethics Form at the next scheduled Board Meeting.
2. The Executive Assistant will ensure that a copy is brought to the next Board Meeting.
3. The signed document will be witnessed by the President, and the Executive Assistant will file in the Board's corporate documents.
4. Should the Director refuse to sign the document or breach the code of ethics, the Director will provide a rationale for the decision or action. The Board will review the rationale and will determine if changes are required to the code of ethics or to enact the Board Complaints Process.

The Code of Ethics will be signed by all Directors annually prior to the Election of Officers.

RATIONALE

Mnaasged recognizes that its Board of Directors are in public positions and are seen to be in a special position of trust, with high expectations regarding the proper use of resources, information, and power. As such, it imposes ethical obligations on Directors to act in the best interest of Mnaasged and to engage in or support activities that strengthen the credibility of Mnaasged Child and Family Services.

From the Values come the standards of conduct expected of Directors, and they are required to reaffirm their commitment on an annual basis. Mnaasged requires all Directors to review and sign the Code of Ethics Policy. The following Code of Ethics are expected of all Directors. They are intended to guide their relationships with each other, the Executive Director, and the communities that are served.

RIGHTS OF THE CHILD

All Indigenous Children have rights, including the following:

- The right to belong within their family, their Clan, their extended family, their Indigenous community, and their Nation
- The right to their spirit name and their cultural identity
- The right to their language
- The right to participate in their culture, ceremonies, and Traditional practices and healing ways
- The right to a good life—including their spiritual, emotional, mental, and physical needs are met—and to grow to their full potential
- The right to care, nurturance, and protection from physical abuse, family violence, sexual violation, and emotional trauma
- The right to an education that responds to the unique needs of the Child

JURISDICTION

The Corporation shall exercise its statutory authority under the *Child, Youth and Family Services Act (CYFSA)* which came into force on April 30, 2018, in the following geographic areas: County of Middlesex including City of London, Lambton County including City of Sarnia, County of Elgin including City of St. Thomas, County of Chatham/Kent, County of Essex including City of Windsor and within the Nation Communities of the London District Chiefs Council, as follows:

FIRST NATION NAME	RESERVE NUMBER
AAMJIWNAANG FIRST NATION	45
CALDWELL FIRST NATION	N/A
CHIPPEWAS OF THE THAMES FIRST NATION	42
CHIPPEWAS OF KETTLE & STONY POINT FIRST NATION	43/44
EELÜNAAPÉEWI LAHKÉEWIIT	47
MUNSEE-DELAWARE NATION	1
ONEIDA NATION OF THE THAMES	41

and in respect of any of the Nation Members and any Indigenous Persons belonging to our Nation Communities.

PREAMBLE

The purpose underlying Mnaasged’s Governance Manual is to provide the Board of Directors with a clear and concise statement of their responsibilities.

Other purposes of this Manual include the following:

1. **Increased Consistency:** When consulted regularly, this Manual will help to ensure standard and consistent practice.
2. **Improved Productivity:** This Manual may assist with improving governing performance and can be used as a readily available resource tool for the Directors when required.
3. **Orientation Tool:** This Manual serves as an orientation tool for all newly appointed Directors. It is the expectation that all Board of Directors familiarize themselves with these Policies and Procedures and refer to them as a resource tool.

The Board of Directors has the following structures:

BOARD OF DIRECTORS

The Mnaasged Child and Family Services Board of Directors is established by the member First Nations through Letters Patent and Bylaws of the Corporation to plan and determine policies, procedures, and regulations governing Mnaasged.

The Board of Directors will ensure compliance with the policies, procedures, and regulations; will monitor the financial and legal liability and Management, including its internal operations and resources; and will ensure that the legal requirements under the *Child, Family and Youth Services Act* are followed until First Nation laws are in place.

EXECUTIVE COMMITTEE

The Board shall maintain an Executive Committee, consisting of the President, the Vice-President, and the Secretary–Treasurer.

The Executive Committee is responsible for the following:

- a) Make decisions on behalf of the Board between regularly scheduled Board meetings
- b) Make emergency decisions on behalf of the Board at any time when an urgent issue must be managed prior to the next regular Board meeting
- c) Report to the next meeting of the Board of Directors on any decisions made by the Committee. All decisions made by the Committee must be ratified by the Board of Directors

- d) Planning the Annual General Meeting of Members
- e) Monitoring the relationship between the Board of Directors and the Executive Director
- f) Reviewing, revising, and recommending Governance Policies for the Board of Directors
- g) The Executive Committee meets, as necessary, at the call of the Chairperson.

SACRED BUNDLE KEEPER

The Board of Directors will elect one of its members to the position of Sacred Bundle Keeper to act alongside the Bundle Keeper appointed by Staff.

The Sacred Bundle Keeper is responsible to uphold the integrity of the Sacred Bundle and to ensure the knowledge of its content, its activation, and its continuity. The Sacred Bundle Keeper shall revisit and review the contents and meaning of the Sacred Bundle from time to time with each of the Directors and at such time when new Directors are appointed to the Board. The Sacred Bundle Keeper shall encourage the involvement and participation of each Director in the strengthening of their knowledge and understanding of the Sacred Bundle and its contents.

SERVICES COMMITTEE

The Services Committee is responsible to make recommendations to the Board in matters concerning the planning, design, or delivery of protection and prevention-based services by Mnaasged.

HUMAN RESOURCES COMMITTEE

The Human Resources Committee is responsible to review and recommend Policy and Procedures that pertain to salaries, fringe benefits, work hours, and working conditions that permit the employment and retention of qualified staff in accordance with the requirements under the *Child, Family and Youth Services Act* and any other relevant statutes or regulations.

FINANCE AND AUDIT COMMITTEE

The Board shall maintain a Finance and Audit Management Committee consisting of the Secretary–Treasurer, one other Director, and four members of the general population of the Nation Communities served.

The Finance Management Committee is responsible for the following:

- The management and control of the collection of funds
- The management and control of the expenditures and disbursements of funds

- The management and control of investments
- The efficient and effective maintenance of records of all financial activities
- The preparation of the annual budget in accordance with priorities approved by the Board of Directors
- The preparation of the annual audit
- The reporting and recommending to the Board of Directors on financial matters
- All other matters relating to the financial affairs of Mnaasged Child and Family Services

ELDERS COUNCIL

The Elders Council functions as a resource to Mnaasged for the purpose of enhancing current service, future programming, and service development. The Elders Council provides assistance and knowledge to Mnaasged Staff and Board of Directors concerning Traditional child-rearing practices. The Elders Council will also share their knowledge and understanding of cultural practices in respect to their member First Nation communities that Mnaasged serves.

AD HOC COMMITTEES

The Board of Directors may create Ad Hoc Committees to study or to address specific issues important to the Board of Directors. The Terms of Reference for an Ad Hoc Committee will be prepared by the Executive Committee and will be approved by the full Board of Directors.

MANAGEMENT TEAM

The Senior Management Team is comprised of the Executive Director, the Director of Services, the Director of Human Resources, and the Director of Finance and Administration. The Senior Management Team is responsible for managing the overall operational aspects that include reporting systems, decisions, and directives issued from the Board of Directors and the Standing Committees. The team members will share their knowledge and expertise both at Mnaasged and at the community level for the purpose of enhancing current services, future programming, and service development.

AMENDMENTS TO THE MANUAL

The Board of Directors reserves the right, at its sole discretion, to amend, change, modify, or delete any of the Policies and Procedures in this Manual. Amendments to this Manual will be made by a resolution passed by a majority of the Directors at a duly convened meeting of the

Board. This Policy and Procedure Manual was approved by Mnaasged's Board of Directors on **DATE**.

FEDERAL AND PROVINCIAL LEGISLATION COMPATIBILITY – *CHILD, FAMILY AND YOUTH SERVICES ACT*

Mnaasged Child and Family Services has a legal mandate under the *Child, Family and Youth Services Act* (CFSA) to ensure that Children are protected.

Mnaasged Child and Family Services is committed to developing and delivering services to Indigenous Children and families that are culturally competent and respectful of the inherent **rights- jurisdiction** of the member First Nations. Mnaasged Child and Family Services' philosophy of care and intervention, and practice principles, are consistent with the purposes of the Act. All Mnaasged and Community Service Helpers will be mindful of the practice principles when delivering services to Children and families.

SECTION 2: MNAASGED ORGANIZATIONAL STRUCTURE

Department: Governance	POLICY #: 2010
Section: Organizational Structure	
Subject: Annual Review of the Manual	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal	

ANNUAL REVIEW OF THE MANUAL

POLICY

The Governance Policy and Procedure Manual will be reviewed on an annual basis to reflect the changing environment, the legislative changes, and the needs of Mnaasged Child and Family Services. The Manual will be reviewed for both content and format.

The Manual will be reviewed for any one or more of the following reasons:

- a) Change in governing legislation*
- b) Reflect changes in Mnaasged's mandate or activities*
- c) Ensure uniformity of content and reduce conflict*
- d) Improve user friendliness*
- e) Update procedures to current or promising practices*
- f) Reduce duplication*
- g) Identify and incorporate required policies that are not in place*
- h) Improve clarity of meaning and readability*
- i) Maintain consistency with legislative changes*

PROCEDURE

1. The Board of Directors will meet on an Annual basis to review and determine significant changes to this Manual. The Executive Committee will review and recommend changes to the Board of Directors. The work of the Executive Committee will be coordinated by the Executive Director.
2. The Governance Executive Assistant will track the Board's and the Executive Director's questions, concerns, and comments regarding the Governance policies as they occur. This recorded information will be provided to the Executive Committee at the time of the review.
3. The Executive Committee, with the assistance of the Executive Director, will come to consensus on how to proceed with the comments and the review.
4. The Governance Executive Assistant will be responsible for preparing a comparison of the Executive Committee's recommended revisions to the previous policy for presentation to the Board of Directors.
5. The Executive Director will be responsible for presenting the Executive Committee's recommended revisions to the Board of Directors for approval.
6. Upon approval by the Board, the Directors will be provided each with a copy of the revised Policies and Procedures to insert into their manual binder and will be directed to discard the previous page(s).
7. The Governance Executive Assistant will be responsible for the distribution of the revised Policies and Procedures to the Department Directors within two weeks of the approval. The Directors are responsible for ensuring all Staff within their department are aware of the Policy amendments. Policies and Procedures may be sent via email or a notification indicating that the revised Policies are posted on the secured Mnaasged server (I:ALLSTAFFSHARE).
8. The Governance Executive Assistant will maintain a binder of the most recent Policies and Procedures and a copy of the previous Policies and Procedures that were replaced.
9. The Quality Assurance Worker will maintain an electronic copy of the most recent Policy and Procedure Manual and an electronic copy of each previous policy and procedure on the I:/Drive.

POLICY REFERENCE

Department: Governance	POLICY #: 2020
Section: Organizational Information	
Subject: Board Acknowledgement Policy	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal	

BOARD ACKNOWLEDGEMENT POLICY

POLICY

Mnaasged Child and Family Services Board of Directors will sign the Board Acknowledgement Form indicating that each has read and understood the Policies and Procedures in this Manual and any approved revisions made to it.

PROCEDURE

1. New Directors are required to review the Manual for the orientation session and to sign the Board Acknowledgement Form within 30 days.
2. The Executive Director will review the highlights of the Policy and Procedure Manual with each new Director as part of the Orientation process. The new Directors will then be expected to review the Manual on an individual basis.
3. If a Member of the Board of Directors requires clarification on a Policy or a Procedure after the orientation, the Member may contact another Board Member or bring the clarification request forward at the next regular Board Meeting.
4. The Governance Executive Assistant will file the signed Board Acknowledgement Forms with the Board Corporate documents.

POLICY REFERENCE

Department: Governance	POLICY #: 2030
Section: Organizational Structure	
Subject: Organizational Chart	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal	

ORGANIZATIONAL CHART

POLICY

An Organizational Chart will be maintained for Mnaasged Child and Family Services and will be updated as new positions are added.

PROCEDURE

1. The Director of Human Resources will be responsible for developing and maintaining the Organizational Chart.
2. The Executive Director will ensure that the Board of Directors will review and approve changes that are recommended to the Organizational Chart when needed.
3. Updated organizational charts will be uploaded to the Mnaasged website and will be distributed to all departments.

POLICY REFERENCE

SECTION 3: GOOD GOVERNANCE

Department: Governance	POLICY #: 3010
Section: Good Governance	
Subject: Conflict of Interest	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference:	

CONFLICT OF INTEREST

POLICY

Mnaasged Child and Family Services will ensure that the Board of Directors will, at all times, act in the best interests of Mnaasged Child and Family Services rather than individual interests or individual community interests.

PROCEDURE

1. The Board of Directors will perform duties in a manner that promote the member communities' confidence and trust, integrity, objectivity, and impartiality in the decisions that are made.
2. While engaged in the affairs of Mnaasged, Members of the Board of Directors have an obligation to conduct themselves in a manner that prevents actual or potential conflicts of interest.
3. It is the responsibility of the Board of Directors to declare conflicts of interest and potential conflicts. Directors are to voluntarily withdraw from all levels of decision making where there is a perceived, real, or potential conflict of interest. Any conduct by a Director that is, or could be, perceived as a conflict with the interests of Mnaasged is prohibited.
4. The following guidelines are intended to avoid common areas of potential conflict of interest:
 - a) A Director may not purchase Mnaasged's property or goods with a value over \$75, except where a decision has been made by Mnaasged to dispose of used equipment.

- b) When selecting suppliers for goods and services for Mnaasged, the decision must be based on competitive considerations of quality, price, service, and benefit to Mnaasged.
 - c) Contracts will be awarded in a fair and legal manner and are subject to the established tendering procedure. Use of one's position to influence this process for direct or indirect personal gain is prohibited. Members must not represent themselves as being in a position to commit Mnaasged to the purchases of goods or services, except in accordance with relevant policies and practices and within the recognized authority of their position.
 - d) A Director will not participate in discussions or decisions for matters or issues pertaining to any person with whom the Director has a close personal relationship, including, but not limited to, the Director's immediate family.
 - e) A Director will not participate in discussions or decisions in matters or issues that will result in a direct or indirect monetary gain exclusively for their community, themselves, or their immediate family.
 - f) A Director will not accept personal gifts exceeding the nominal value of \$100 resulting from their position as a Director. Gifts exceeding the nominal value of \$100 must be either declined by the Director or donated to Mnaasged Child and Family Services for use in program delivery.
 - g) A Director may not personally accept fees for a speaking engagement because of their position as a Director at Mnaasged. Any fees resulting from speaking engagements must be forwarded directly from the source to Mnaasged for allocation to the Mnaasged Child and Family Services food security program.
5. All Board and Committee meeting agendas will include a request for declarations of conflict of interest.
 6. If, at any time, while carrying out their duties a Director believes there may be a potential or real conflict of interest, the matter will be brought forward for discussion with the Board of Directors.
 7. After discussion, the Board will determine whether a conflict or perceived conflict of interest exists.
 8. Should it be determined that a conflict of interest exists, the conflict of interest will be recorded in the minutes, and the Director will leave the meeting during the identified agenda item discussion and decision making. When the item has been completed, the Director will be requested to rejoin the meeting, at which time the President will inform the Director of the Board's decision as information purposes only.

9. Should a perceived or actual conflict of interest come to light after a decision is made, the conflict of interest will be reviewed by the Executive Committee. The Executive Committee will meet with the Director to determine if a real or perceived conflict of interest exists.

OUTSIDE ASSISTANCE/CONTRACTOR

1. If the Executive Committee believes that the assistance of outside services, such as investigators, are required, the Executive Committee will advise the Executive Director to request resources to be allocated. Once confirmed, the Executive Committee will secure an independent investigator and will request the Executive Director to prepare a fee for service contract.
2. The Executive Committee or the President will meet with the contractor to discuss the conflict of interest by reviewing related documents, the expectations, and the contract.
3. The Executive Director will ensure that the signed contract is forwarded to the Finance Department for processing.

INVESTIGATION

1. Every effort will be made to complete the investigation on the conflict of interest within 15 working days from the date of appointing an investigator.

FINDINGS

1. The following are the actions to be taken within 30 days of the investigation:
 - a) The Executive Committee will review the report
 - b) A Director of the Executive Committee will seek input from the respective Chief, if the Director in question is a member First Nation representative
 - c) A plan of corrective action, if required, will be developed with the input given by the Chief considered, if the Director in question is a First Nation representative
 - d) The Executive Committee will present the findings and the recommended plan of action to the Board of Directors at a convened in-camera teleconference or in person during an in-camera meeting.
2. The Director(s) with the conflict of interest will be directed to leave the meeting during the in-camera discussion.

3. The Board will determine the follow-up required and will assign responsibility to the Board of Director(s) to complete the follow-up and include timelines for the completion with the assistance of the Executive Director.
4. After the meeting, the Executive Committee will meet with the Director involved in the conflict to convey the findings and the Board's decision.
5. The President, along with the Executive Director and the Governance Executive Assistant, will ensure that this matter will remain on the Board in-camera agenda until the Board receives confirmation that all assigned tasks have been completed and the matter is resolved.

DOCUMENTATION

1. The Board Secretary, in consultation with the President, will send a follow-up letter to the Director's(s') First Nation.
2. The Executive Director will file the results of the investigation, including all relevant documentation and meeting minutes, in the Board Corporate documents, which are located at the Head Office in the Munsee-Delaware Nation.

POLICY REFERENCE

Department: Governance	POLICY #: 3020
Section: Good Governance	
Subject: Code of Conduct	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference:	

CODE OF CONDUCT

POLICY

Mnaasged Child and Family Services Board of Directors are committed to conducting themselves in a manner consistent with the Code of Ethics.

PROCEDURE

1. The Board of Directors will conduct themselves in a manner that reflects the following:
 - a) Supports the Vision, Mission, Relationship, and Commitment Statements of Mnaasged
 - b) Serves the overall best interest of Mnaasged rather than any one community
 - c) Brings credibility and good will to Mnaasged
 - d) Respects principles of fair play and due process
 - e) Demonstrates respect for individuals in all expression of their cultural and linguistic diversity and life circumstances
 - f) Respects and considers in a fair manner to diverse and opposing viewpoints
 - g) Demonstrates good faith, prudent judgment, honesty, transparency, and openness in their activities on behalf of Mnaasged
 - h) Ensures that the areas of their duties as a Director are conducted in a responsible and transparent manner
 - i) Ensures that attendance and punctuality at Board and Committee meetings are maintained and that respect is given to the time commitment of fellow Directors

- j) Declares real or perceived conflicts of interest
 - k) Demonstrates acceptance, respect, and support publicly for decisions and recommendations made through the governing structures
 - l) Refrains from “lobbying” other Directors outside of Board meetings that could potentially have an effect of creating factions and limits free and open discussion
 - m) Respects the confidentiality of in-camera information
 - n) Refrains from speaking for Mnaasged unless authorized to do so
 - o) Refrains from giving direction as an individual Director to the Executive Director, the Manager, or the Staff
3. During Orientation, the Code of Conduct will be reviewed with new Directors. The new Directors will be required to sign this Code of Conduct Policy at the next scheduled Board Meeting.
 4. The Governance Executive Assistant will ensure that a copy is brought to the next Board Meeting.
 5. The signed document will be witnessed by the President or designate, and the Governance Executive Assistant will file it in the Board’s Corporate documents.
 6. If a Director refuses to sign the document or breaches the Code of Conduct, the Director will be required to provide a written rationale of this decision or action. The Board of Directors will review the rationale and determine if changes are required to the Code of Conduct or to enact the Board Complaints Process.
 7. The Code of Conduct will be signed by all Directors annually after the Election of Officers.

POLICY REFERENCE

Department: Governance	POLICY #: 3030
Section: Good Governance	
Subject: Oath of Office	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal	

OATH OF OFFICE

POLICY

All Board of Directors will commit to an Oath of Office to advance the Vision and Mission of Mnaasged Child and Family Services in the delivery of culturally sensitive Child Welfare Services to Children, families, and communities.

PROCEDURE

1. The Board of Directors are responsible for the following:
 - Uphold the Relationship and Commitment Statements
 - Uphold the bylaws and respect the decisions of the Board
 - Support and promote Mnaasged by keeping informed
 - Uphold and abide by the Code of Ethics, the Code of Conduct, and the Confidentiality policies of Mnaasged
2. The Governance Executive Assistant will ensure that the Oath of Office Form is provided to each Director at the first duly convened Board Meeting after the Annual General Meeting of the Membership.
3. New Directors appointed to the Board will be required to read and sign the Oath at their first Board of Directors' meeting. All signed Oaths of Office will be forwarded to the Governance Executive Assistant for filing within Mnaasged's Corporate Records File.

POLICY REFERENCE

Department: Governance	POLICY #: 3040
Section: Good Governance	
Subject: Confidentiality	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society Capacity Development Framework	

CONFIDENTIALITY

POLICY

All Board of Directors will not disclose confidential information relating to the business of Mnaasged Child and Family Services.

PROCEDURE

1. All information that the Board of Directors may become privy to by virtue of their involvement with Mnaasged will remain confidential, except where such disclosure is consistent with the stated policy of Mnaasged, with the disclosure provisions of the *Child, Family and Youth Services Act*, or with the provisions of other Acts that are applicable.
2. The Governance Executive Assistant will ensure that the Oath of Confidentiality Form is provided to each Director at the first duly convened Board Meeting after the Election of Officers.
3. New Directors appointed to the Board will be required to read and sign the Oath of Confidentiality Form at the first Board of Directors meeting.
4. All signed Oath of Confidentiality Forms will be forwarded to the Governance Executive Assistant for filing within Mnaasged Corporate Records File.
5. The disclosure of confidential information may be considered a breach of confidentiality (see Definitions) and may be sufficient cause for a request to withdraw from the Board of Directors. Confidential information may include, but is not limited to, the following:
 - a) Cases or service complaints
 - b) Personnel issues

- c) Legal cases
 - d) Financial information regarding Mnaasged and its Staff
6. Should an allegation of a Breach of Confidentiality arise, the matter will be investigated as per Complaints against a Director Policy #7040.
 7. Mnaasged information that may be shared with communities for accountability and consultation purposes is defined in Sharing/Disclosure of Information Policy #10020.

POLICY REFERENCE

Department: Governance	POLICY #: 3050
Section: Good Governance	
Subject: Lines of Communication	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society Capacity Development Framework	

LINES OF COMMUNICATION

POLICY

Mnaasged Child and Family Services will ensure that communication within Mnaasged Child and Family Services will follow the lines of authority that are outlined in the Organizational Chart.

PROCEDURE

1. Communication for all work-related matters will occur in the following order:
 - a) Child Welfare Helper to Child Welfare Helper
 - b) Child Welfare Helper to Supervisor
 - c) Supervisor to Protection and Resource Managers
 - d) Protection and Resource Managers to Directors (or Senior Managers)
 - e) Directors or Senior Managers to Executive Director
 - f) Executive Director to Directors (or Senior Managers)
 - g) Protection and Resource Managers to Supervisor
 - h) Supervisors to Child Welfare Helper
 - i) Executive Director to President
 - j) Executive Director to Board of Directors

2. The Executive Director and the Governance Executive Assistant are responsible for the flow of information to and from the Board of Directors.
3. Staff wishing to communicate information to the Board of Directors will take the information to their immediate Supervisor, who in turn will flow the information to the Managers. Management will address matters that do not require the attention of the Board of Directors and the Executive Director, according to Policy, job descriptions, and the Board of Directors' Terms of Reference.
4. Members of the Board of Directors wishing to communicate information to Staff will work in collaboration with the Executive Director or designate to determine the best approach for communication.

POLICY REFERENCE

Department: Governance	POLICY #: 3060
Section: Good Governance	
Subject: Bylaw Review	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society Capacity Development Framework	

BYLAW REVIEW

POLICY

The Board of Directors will govern themselves according to Mnaasged Child and Family Services’ Corporate documents, such as the Letters Patent and Bylaw #1.

PROCEDURE

It is the responsibility of the Board of Directors to review the Letters Patent and Bylaw Policies bi-annually.

1. The Executive Director will ensure that the Bylaw Review Policy is provided to the Board of Directors for review during their self-evaluation session and that it is available when requested.
2. Changes required to the Letters Patent and Bylaw documents will be deferred to the Executive Committee.
3. The Executive Committee will consider the changes and will then forward a summary outlining concerns or required changes to Mnaasged’s Legal Counsel for a legal opinion.
4. Once a legal opinion is received, the Executive Committee will present the recommended changes to the Board of Directors.
5. The Board of Directors will consider the recommended changes. If approved, the changes will come into effect immediately and will be presented to Mnaasged members at the Annual General Meeting for formal ratification.
6. If the Board does not accept the recommended changes, further Legal Counsel advice will be required for additional clarification and direction.

7. The Executive Director will provide an approved copy of the Bylaw to the Systems Administrator to be posted on the Mnaasged website.
8. All bylaws must be approved by the members during the Annual General Assembly.

POLICY REFERENCE

SECTION 4: AGENCY MEMBERSHIP

Department: Governance	POLICY #: 4010
Section: Agency Membership	
Subject: Request to Service a First Nation from another Jurisdiction	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society Capacity Development Framework	

REQUEST TO SERVICE A FIRST NATION FROM ANOTHER JURISDICTION

POLICY

The Board of Directors may consider an application for membership for any non-member First Nation; however, the First Nation must not be associated with any other First Nation Child Welfare Agency.

PROCEDURE

1. A First Nation may express interest in becoming a member of Mnaasged Child and Family Services by submitting a membership request by Band Council Resolution to the Board of Directors for consideration.
2. The Band Council Resolution must include the following:
 - a) Rationale explaining the request for membership
 - b) A commitment to Mnaasged’s Vision, Mission, Relationship, and Commitment Statements; Bylaws; and Policies and Procedures
 - c) Community profile including population data by age group on and off reserve, current services on reserve, access to off-reserve services, Governing structure, and organizational structure
 - d) Child Welfare data, including number of Children in Care, open protection files, investigations, foster homes within the community, and Customary Care Homes

- e) Overview of the First Nations current community-based Child Welfare Services, including Band Representative activities, child welfare committees, and alternative dispute mechanisms
 - f) Identification and contact information of the current Child Welfare Provider
 - g) Location of the First Nation in proximity to Mnaasged's catchment area
 - h) Identification of current and potential conditions that may pose challenges in the transfer and delivery of Child Welfare Services for their community
 - i) Commitment to provide a primary contact with the contact's information
 - j) Commitment to provide other information that will assist the Board of Directors in considering the expression of interest for Mnaasged membership
 - k) Consent to speak to the current Child Welfare Service Provider and the Ministry of Children, Community and Social Services
 - l) Availability of resources to support the cost of exploring the feasibility of the transfer
3. Within six (6) months, the Executive Director will provide the Board of Directors with the following:
- a) An impact analysis on the potential expansion of services that will include the following:
 - i. Current service and financial pressures
 - ii. Challenges and opportunities
 - iii. Feasibility for expansion
 - b) Legal information related to the expansion of services
 - c) Identification of resources available for the transition costs
 - d) Identification of further information or action required
4. The Board of Directors may request to meet with the First Nation Chief and Council and the technical support staff.
5. The Board of Directors may request to meet with the Ministry of Children, Community and Social Services and the current Child Welfare Service Provider.
6. The Board of Directors will consider all information before rendering a decision within 12 to 18 months of receiving the Band Council Resolution. The decision will be conveyed to the First Nation expressing an interest via registered mail.

7. When the Board of Directors permits a new First Nation membership, Mnaasged's Senior Management will establish a working agreement with the First Nation and their previous Children's Aid Society/Child Welfare Service Provider to develop a detailed transition plan for the delivery of services.
8. The Executive Director will present a work plan to the Board of Directors for approval along with a target date for the transfer of services.
9. The First Nation will be provided with an orientation to introduce Mnaasged.

POLICY REFERENCE

Department: Governance	POLICY #: 4020
Section: Corporate Members	
Department: Corporate Members	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Bylaw #1	

CORPORATE MEMBERS

POLICY

Mnaasged Child and Family Services will request each member First Nation to appoint up to four (4) Corporate Members to represent their respective community.

The following criteria are recommended to be a member of the Corporation:

- *A member of a First Nation identified in Section 5: Directors of the Corporation*
- *Appointed to the membership by a Band Council Resolution of their First Nation*
- *Eighteen years of age or older*
- *Committed to furthering the objectives of the Corporation*

The role of the Corporate Members may include the following:

1. *Participate in any community consultation sessions to provide input into the design and evaluation of Child Welfare Services.*
2. *Participate in community Child Welfare Committees, if required.*
3. *Attend at membership meetings (e.g., Annual and Special).*
4. *Exercise one vote per delegate on decisions requiring approval by the membership.*
5. *Receive and review reports to ensure that Mnaasged is accountable for the delivery of services to member communities.*

The term of the Corporate Members will be the following:

- 1. Corporate Members will remain members until notification is received from their respective Chief and Council of newly appointed Corporate Members from the community.*

PROCEDURE

The procedure for appointments of Corporate Members will include the following:

1. The Executive Assistant will prepare correspondence for the Board President or the Executive Director identifying the date of the General Assembly and requesting the appointment of the four (4) Corporate Members.
2. First Nations will notify Mnaasged of the names of the Corporate Members by Band Council Resolution. The First Nation is also responsible for providing all initial contact information for the Corporate Member.
3. A letter and copy of this Corporate Members' Policy will be sent to the First Nation after the elections to notify the First Nation of Mnaasged's newly appointed Delegates. A verification and an acknowledgment for the new names are required.
4. The current Corporate Members will remain in their positions as appointed representatives until notice is received from the First Nation indicating otherwise.

ORIENTATION OF CORPORATE MEMBERS

1. Once appointed and approved as Corporate Members, an orientation about Mnaasged and the roles for Corporate Members will be provided.
2. The Executive Assistant will ensure that the Corporate Members provide their mail and email contact information for the purpose of receiving ongoing information and updates.
3. The Executive Assistant will provide notice to the Corporate Members when they are required to review the following information:
 - Letters Patent and Bylaws
 - Special Resolutions
 - Names of all Delegates and Directors
 - Minutes, excluding in-camera

- Consolidated Financial Statements

RESIGNATION OF CORPORATE MEMBERS

Corporate Members may resign from their position of office by providing written notice to the Board Secretary and their First Nation Chief.

REMOVAL OF A CORPORATE MEMBER

1. Any misconduct of a Corporate Member that may bring the credibility of Mnaasged into disrepute and is specific, but not limited, to ongoing child welfare involvement or indictments as defined in Police Records Check Policy #5030, may result in the removal from their position as a Corporate Member.
2. The Executive Committee will request to meet with the Corporate Member to discuss the action that impacted Mnaasged. Should the action warrant removal, the Executive Committee may request a meeting with the First Nation Chief to discuss the impending removal and will request for another First Nation Corporate Member appointment.
3. The Corporate Member may request to meet with the Board of Directors or to make recommendation to them prior to the Executive Committee. The Corporate Member may be accompanied by their First Nation Chief or designate.

POLICY REFERENCE

SECTION 5: DIRECTORS OF THE CORPORATION

Department: Governance	POLICY #: 5010
Section: Directors of the Corporation	
Subject: Candidacy	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference:	

CANDIDACY

POLICY

Mnaasged Child and Family Services will ensure that those responsible for the appointments of Mnaasged Child and Family Services Board of Directors are apprised of the preferred and required qualifications.

PROCEDURE

1. Requirements for a Mnaasged Board of Director will include the following:
 - a) First Nation member from one of the member First Nations on or off reserve who may or may not be an appointed Delegate
 - b) Eighteen years of age and older
 - c) Up-to-date resume or biography
 - d) Neither an Employee of Mnaasged nor a previous employee of Mnaasged within the last two (2) years
 - e) Will sign Consent Forms for completing Record Checks
 - f) Must be able to meet the requirements of Mnaasged's Police Records Check Policy including a Vulnerable Sector Screen and a National Records Check (RCMP fingerprinting)
 - g) Will not have an undischarged bankruptcy

Preferred qualifications for becoming a Director will include the following:

- a) Knowledge and interest in Child and Family Services and Governance
 - b) Value and support Indigenous institutions and the right to self-determine
 - c) Possess the highest principles of integrity, courtesy, and professionalism
 - d) Respect First Nation Governance, community members, and other Directors
 - e) Genuine concern for community, Children, and families
 - f) Able to maintain confidentiality
 - g) Knowledgeable and respectful of Traditional Indigenous Knowledge
2. These qualifications are submitted to Chiefs and Councils when the communities are considering an appointment to the Board of Directors.
 3. Candidates will be required to confirm that they meet the preferred qualifications through the review and signing of the Eligibility Confirmation Form.
 4. Should there be evidence that a candidate does not possess these preferred qualifications, the Executive Director will notify the Board President or the Executive Committee, or both, to discuss.
 5. In the event that the candidate lacks sufficient qualifications that may impact the good Governance functions of the Board of Directors, the Executive Director, on behalf of the Board President, will contact the First Nation Chief to advise them of the disqualification of their representative. The Vacancy and Recruitment Policy will apply.
 6. Except for categorial disqualifications (convictions that disqualify participation) from being a Director, Mnaasged Child and Family Services will endeavour to provide opportunities for potential Directors to gain the necessary qualifications.

POLICY REFERENCE

Department: Governance	POLICY #: 5020
Section: Directorship	
Subject: Vacancy, Recruitment, and Term	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society Capacity Development Framework	

VACANCY, RECRUITMENT, AND TERM

POLICY

As a function of good Governance, it is imperative that a regional Mnaasged Child and Family Services has active representation from the member communities to ensure that community perspectives are considered. Therefore, upon resignation, community notice of withdrawal of the appointment, community elections, or removal from the Board as per the Governance Policies of Mnaasged Child and Family Services, the Board of Directors and the Executive Director will work with the community to fill vacant positions within 90 days of the notice of vacancy.

First Nation Directors will remain Directors until notification is received by Mnaasged Child and Family Services from their respective Chief and Council of a new Director’s appointment, or removal occurs in accordance to the Governance Policies of Mnaasged Child and Family Services.

PROCEDURE

1. When a Director plans to resign from the Board, the Director is required to submit a formal resignation in writing to the Board of Directors.
2. The Board of Directors will pass a formal motion to accept the resignation or the community notice for a withdrawal of their Director for the purposes of maintaining Corporate records.
3. The Executive Director will ensure that an Exit Letter is prepared for the Board President’s signature acknowledging the Former Director’s contribution to Mnaasged.
4. The Governance Executive Assistant will provide the Systems Administrator of all vacancies within 24 hours’ notice to ensure that the departing Director’s access to Mnaasged’s secured website is cancelled.

FIRST NATION DIRECTORS

1. Within one week of a Mnaasged Board of Director's position becoming vacant, the Executive Director, on behalf of the President, will prepare a letter to the Chief and Council requesting a new appointment from their First Nation. The letter will consist of the following:
 - Copy of the Board's Terms of Reference
 - Time requirements for membership on the Board
 - Copy of the Police Records Check Policy
 - Copy of the Candidacy Policy
2. The Governance Executive Assistant will forward the signed letter to the First Nation and will maintain contact with the Chief and Council's administrative support until an appointment for the Board position is selected.

POLICY REFERENCE

Department: Governance	POLICY #: 5030
Section: Directorship	
Subject: Police Records Check	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference:	

POLICE RECORDS CHECK

POLICY

Mnaasged Child and Family Services will ensure that all appointed or elected Directors will be screened for a Police Record Check, Vulnerable Sector Screen, and Civil Fingerprint Screening Services Record Check. The Police Records Check and Vulnerable Sector Screen must be dated within six (6) months of their appointment to the Board of Directors.

PROCEDURE

1. New Board of Directors must submit the Police Records Check and Vulnerable Sector Screen prior to attending their first Board Meeting or within 60 days of being appointed to the Board. The cost associated with the checks will be reimbursed by Mnaasged upon submission of receipts.
2. The Police Records Check and Vulnerable Sector Screen will be completed every 24 months thereafter.
3. Convictions that automatically disqualify involvement with Mnaasged will include any one of the following:
 - a) Convictions of a sexual offence against Children, as defined in the *Canadian Criminal Code R.S., 1985*, chapter C-46
 - b) Murder
 - c) Sexual assault
 - d) Any indictable offence

4. Convictions under the *Highway Traffic Act*, R.S.O., 1990, chapter H.8, will not necessarily result in a disqualification on Mnaasged's Board, provided the convictions do not prevent the Directors from travelling to required Board functions.
5. All other convictions will be assessed by the Executive Committee with input from the Mnaasged's appointed Legal Counsel, when required.

NEW DIRECTORS

1. Once a First Nation has appointed a new Director, the Executive Director will forward a copy of the Police Records Check Policy to the individual along with a standard form letter to be brought to a Police Service to confirm that the Director will be volunteering with a Child Welfare Agency.
2. If the Police Records Check and Vulnerable Sector Screen are not submitted prior to the first Board Meeting, the Executive Director will send a second letter to the new Director, along with a copy of this Policy, requesting the checks to be completed. A copy of this letter will be sent to the new Director's Chief if the Director is a First Nation person.
3. The submitted Police Records Check and Vulnerable Sector Screen and National Records Check (RCMP fingerprinting) will be reviewed by the Executive Committee. If there are no convictions, the checks will be copied and placed in a sealed envelope for the Executive Director to initial and date across the seal. The envelope will be filed within the Board's Corporate Files, and the original will be returned to the Director.

CRIMINAL RECORD

1. If the Director has a criminal record that disqualifies a person from being involved with Mnaasged, a member of the Executive Committee will meet and inform the Director of the disqualification in accordance with this Police Records Check Policy. The individual will be requested to withdraw from the Board.
2. If the First Nation Director does not withdraw, the Executive Committee will meet with the First Nation Chief to discuss Mnaasged's Police Records Check Policy and to notify that their appointed representative was not eligible as a candidate for the Director's position. The nature of the criminal record will remain confidential and will not be disclosed to the Chief unless the appointed Director provides a Consent to Release Information.
3. The Police Records Check and Vulnerable Sector Screen with convictions will be copied, sealed, and placed in the Board Corporate File along with all other correspondence related to the communication with the First Nation Director and the Chief. The original documents will be returned to the outgoing Director.

CHARGES AND CONVICTIONS OF ANY DIRECTOR

1. If any Director is charged with a criminal offence, it is their responsibility to notify the Executive Committee. The Executive Committee will assess the situation, consider the implications to Mnaasged, consult Legal Counsel if required, and recommend a course of action to the Board of Directors.
2. If any Director is convicted of a criminal offence at any time during their tenure, they will be suspended from their involvement with Mnaasged until the Executive Committee assesses the offence and a resolution is made by the Board of Directors as to the status of this Director with Mnaasged.
3. If the Director is a representative from a member First Nation and the suspension may last longer than 30 days, a letter will be sent to the First Nation Chief regarding the suspension and inviting the First Nation to appoint a new Director to ensure their community participation is maintained through Board discussions.

POLICY NON-COMPLIANCE

1. The Executive Committee will request the Director to withdraw from the Board of Directors if the Director fails to comply with any aspect of this Police Records Check Policy and Procedure.
2. If the First Nation Director does not withdraw, the Executive Committee will meet with the First Nation Chief to discuss their appointed representative's failure to comply with the Police Records Check Policy. The First Nation Chief will be requested to assist with the compliance issues or to reappoint a new First Nation Director.

POLICY REFERENCE

Department: Governance	POLICY #: 5040
Section: Directorship	
Subject: Child Welfare Records Check	
Date Approved: Deferred to Designation	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society Capacity Development Framework	

CHILD WELFARE RECORDS CHECK

POLICY

All potential Directors must undergo a Child Welfare Records Check prior to their attendance at their first Board Meeting or within 60 days of their appointment to the Board.

Identification on the Child Abuse Registry will automatically disqualify involvement with Mnaasged Child and Family Services. All other involvement will be assessed by the Executive Committee.

PROCEDURE

1. Upon becoming a Director with Mnaasged, a Child Welfare Records Check must be performed prior to the first Board Meeting or within 60 days of being appointed to the Board. Registration on the Child Abuse Registry will automatically disqualify involvement with Mnaasged. All other involvement will be assessed by the Executive Committee.
2. Upon notification from a member First Nation of a new Director, the Executive Director will forward the Director a copy of the Child Welfare Records Check Policy and the Standard Consent Form to grant permission for Mnaasged to complete a check on the provincial database for any prior involvement with child welfare.
3. If the Consent Form is not submitted prior to the first Board Meeting, the Executive Director will send a second letter to the Director, along with a copy of this Child Welfare Records Check Policy, requesting consent. A copy of the letter will also be sent to the First Nation Chief if the Director is a member of the First Nation.
4. The submitted Fast Track Record will be reviewed by the Executive Committee. If there is no previous child welfare involvement, the check will be copied. The copy will be placed in an envelope and sealed, and the Executive Director will initial and date across the seal. The

envelope will then be filed within the Board Corporate Files. The original will be returned to the Director.

PRIOR CHILD WELFARE INVOLVEMENT

1. If a Director has been disqualified from involvement with Mnaasged in accordance with this Policy, a member of the Executive Committee will meet with and inform the Director of the disqualification and will invite the Director to withdraw from the Board.
2. If the Director does not withdraw, the Executive Committee will meet with the community Chief, if the Director is First Nation, to inform them that their appointed representative is not eligible to be a Director, according to this Policy. The nature of the record will remain confidential and will not be disclosed to the Chief unless the Director provides a Consent to Release Information.
3. All information related to the communication with the Director and the Chief, if the Director is a member of the First Nation, will be filed with the sealed Child Welfare Record.

POLICY NON-COMPLIANCE

1. The Executive Committee will request a Director to withdraw from the Board of Directors if the Director fails to comply with any aspect of this Policy and Procedure.
2. If the Director does not withdraw, the Executive Committee will meet with the First Nation Chief, if the Director is a member of the First Nation, to inform that, according to this Policy, their community's appointed representative refuses to comply and to request assistance in meeting compliance or to request a new appointment.

POLICY REFERENCE

Department: Governance	POLICY #: 5050
Section: Directorship	
Subject: Resumes and Biographies	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society – Capacity Development Framework	

RESUMES AND BIOGRAPHIES

POLICY

Mnaasged Child and Family Services is required by the Ministry of Children, Community and Social Services (MCCSS) to ensure that the Board of Directors, collectively, has the expertise and experience necessary to discharge its responsibilities; therefore, all Directors are required to submit their resume or biography within 60 days of their appointment to the Board of Directors and placed in the Corporate Records.

PROCEDURE

1. Upon notification of becoming a new Director, the Executive Director will request the Director to bring their resume or biography to the orientation session.
2. The resume or biography will be filed by the Governance Executive Assistant in the Board Corporate Files.
3. Mnaasged will prepare a Consent Form to be signed by the new Director, which provides approval to share the information received with the appointing First Nation.

POLICY REFERENCE

Department: Governance	POLICY #: 5060
Section: Directorship	
Subject: Board Orientation	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society – Capacity Development Framework	

BOARD ORIENTATION

POLICY

The Executive Director and a member of the Board will provide the new Director with an orientation to ensure that every new Director understands their legal obligations and commitments to Mnaasged Child and Family Services.

PROCEDURE

1. Upon confirming a community member as a new Director, the Executive Director will contact the new Director, offer a welcome and schedule a time to complete an orientation prior to the new Director’s attendance at their first meeting. At this time, the Executive Director will advise the candidate of the Eligibility Policy, the Police Records Check Policy, and the Child Welfare Records Check. The Executive Director will advise the candidate to bring a recent copy of their Resume or Biography and Police Records Check with a Vulnerable Sector Screen to the orientation, if time permits, to have the checks completed.
2. The President or designate will assist with the orientation.
3. In advance of the meeting, the Governance Executive Assistant will prepare the orientation package and the travel arrangements for the Director(s) to attend the meeting.
4. Prior to reviewing the Governance documents, the Executive Director will confirm candidacy qualifications and requirements of the candidate through the Eligibility Policy and the Police Records Check Policy (with Vulnerable Sector Screen) and will have the candidate sign a consent to have Mnaasged complete an Internal Child Welfare Check.
5. The orientation will include an overview of the following items:
 - a) Introduction to Mnaasged’s Vision, Mission, Relationship and Commitment Statements, and Code of Ethics

- b) Organizational chart and Staff listing
 - c) Letters Patent
 - d) Board Governance Manual
 - e) Board Terms of Reference
 - f) Executive Director: job description, resume or biography, and work plan
 - g) Strategic plan
 - h) Service Contract and annual budget
 - i) Minutes of the previous six (6) Board Meetings
 - j) Insurance coverage
 - k) Table of contents for the Mnaasged Policy and Procedure Manuals
6. During orientation, the Code of Ethics will be reviewed with the new Director, who will be requested to sign the Code of Ethics Form at the next scheduled Board Meeting.
 7. The Governance Executive Assistant will ensure that a copy is brought to the next Board Meeting.
 8. The signed document will be witnessed by the President, and the Governance Executive Assistant will file in the Board's Corporate documents.
 9. Should the Director refuse to sign the document or breach the Code of Ethics, the Director will provide a rationale of the decision or action to refuse. The Board will review the rationale and determine if changes are required to the Code of Ethics or to enact the Board Complaints Process.
 10. The Code of Ethics will be signed by all Directors annually prior to the Election of Officers.
 11. An overview will be provided of the Board's administrative functions (e.g., travel claims and travel arrangements process) and of Mnaasged's website for access to policies or resources.
 12. The new Director's email address will be given to the Systems Administrator for access to the secured pages on Mnaasged's website.
 13. The Oath of Office, the Oath of Confidentiality, the Code of Ethics, and the Code of Conduct will be reviewed. The Governance Executive Assistant will ensure that the forms are signed at the first regular Board Meeting.

POLICY REFERENCE

Department: Governance	POLICY #: 5070
Section: Directorship	
Subject: Removal of a Director	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society – Capacity Development Framework	

REMOVAL OF A DIRECTOR

POLICY

A Director may be removed from the Board of Directors for circumstances related to attendance, complaints, police charges, conflict of interest, or a child protection investigation as governed by policies or other actions that may cause disrepute to the Mnaasged Child and Family Services. The Board will consult with the member First Nation Chief if the Director is a First Nation representative.

PROCEDURE

1. Upon concluding an investigation, as identified in this Policy, the findings will be presented to the Director who was investigated. When the investigation requires the removal of a Director, the Executive Committee will issue a formal letter requesting to meet with the Director and to request the individual to voluntarily resign. The Director may request a full meeting of the Board of Directors prior to being removed or tendering resignation.
2. If the Director is a member First Nation representative and does not voluntarily resign, the Executive Committee will request the Chief and Council to remove the appointed representative and to appoint another member.
3. Should the First Nation Chief not remove the Director, a formal letter will be sent to the Chief and Council outlining the decision made by the Board and the impact of the First Nation’s inaction.
4. The correspondence will be filed in the Board’s Corporate documents.
5. When the resignation or removal from the Board of Directors is finalized, the Board will implement the Vacancy and Recruitment Policy to fill the now-vacant position.

POLICY REFERENCE

Department: Governance	POLICY #: 5080
Section: Directorship	
Subject: Officers	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society – Capacity Development Framework	

OFFICERS

POLICY

The Board of Directors will annually elect officers to the Board, which includes a President, a Vice-President, and a Secretary–Treasurer. The roles and responsibilities of the Officers will be in accordance with the Bylaws and the Governance Policies of Mnaasged Child and Family Services.

PROCEDURE

1. A duly convened meeting will be called immediately following an Annual General Meeting.
2. The Election of Officers will occur as the first agenda item.
3. The Executive Director will chair the meeting until the Election of Officers is completed.
4. The Election of Officers will occur as follows:
 - a) The Executive Director will request nominations for the position of President
 - b) When a Director is nominated, the Executive Director will ask for a seconder for the nomination
 - c) If the nomination is seconded, the Executive Director will ask the nominee if they wish their name to stand for the nomination. The nominee may accept or decline the nomination
 - d) The Executive Director will repeat procedures (a) to (c) until there are no further nominations
 - e) If there is only one nomination, the nominee will be acclaimed

- f) If there is more than one nomination, the Executive Director will call for a secret ballot
- g) The Governance Executive Assistant will provide each member with a ballot and will then collect the completed ballots. The Executive Director will read out each ballot, and the votes per nominee will be counted. The nominee receiving the most votes will be declared
- h) The Executive Director will repeat the procedures from (a) to (g) for the remaining positions

OFFICERS

1. The Governance Executive Assistant will ensure that the Election of Officers is recorded in the minutes.
2. The Executive Director will notify all Staff of the Executive Committee membership immediately following the Board Meeting.
3. The Director of Finance and Administration will ensure that changes to the signing authority occur, if required.
4. An Officer's term is one year or until a successor is elected.
5. There are no limitations on how often an Officer can be elected.
6. An Officer's position will become vacant if the following occurs:
 - a) The Director resigns from the Officer's position or the Board in its entirety
 - b) The First Nation that appointed the Director is not identified or removed from section 5 of Bylaw #1.
7. If an Officer's position becomes vacant during a term, the Board will appoint a Director to the position until the next Annual General Meeting.

POLICY REFERENCE

SECTION 6: EXECUTIVE DIRECTOR

Department: Governance	POLICY #: 6010
Section: Executive Director	
Subject: Vacancy and Transition Planning	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal, Children’s Aid Society Capacity Development Framework	

VACANCY AND TRANSITION PLANNING

POLICY

A vacancy in the position of Executive Director will be managed by the Board of Directors. The Executive Committee will fulfill the functions of the Executive Director on behalf of the Board until an interim or full-term Executive Director is appointed.

PROCEDURE

1. The Executive Committee will meet with the Director of Human Resources (or Senior Management, in the event of a sudden vacancy) and the Executive Assistant to develop a transition plan, which will include the following:
 - a) Executive functions that need to be immediately fulfilled
 - b) Possible options to fulfill the Executive functions until the position is filled (i.e., Executive Committee, Senior Management, or combination thereof)
 - c) Compensation
 - d) Delegation of Authority and Signing Authority
 - e) Assignment of responsibilities
 - f) Expected term for the transition
 - g) Frequencies of meeting with the Board and the Executive Committee

- h) Reporting requirements to the Board
 - i) Follow-up requirements and timelines on outstanding issues and projects
 - j) Notification to Staff, communities, partner Agencies, and appropriate Ministry personnel of the transition and identification of the individual(s) fulfilling the Executive functions as an interim measure
2. The Executive Committee will present the transition plan to the Board of Directors for review and approval.
 3. Should a current Employee of Mnaasged and member(s) of the Senior Management Team be identified to fulfill the Executive functions, the individual(s) will be offered the acting position or functions and compensated in accordance with the Personnel Policy. If the individual declines the offer, the Executive Committee will function as the interim Executive Director or recruit and appoint an interim Executive Director.
 4. The Executive Committee will meet with Mnaasged's Senior Managers (Director level) and the Senior Management Team to review the Board-approved transition plan.
 5. The Executive Committee will initiate a recruitment process with the assistance of the Director of Human Resources and the Executive Assistant.

POLICY REFERENCE

Department: Governance	POLICY #: 6020
Section: Executive Director	
Subject: Compensation and Contract	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society Capacity Development Framework	

COMPENSATION AND CONTRACT

POLICY

The Executive Committee is responsible to recommend the Executive Director’s compensation and contract terms to the Board of Directors for review and approval.

Compensation may include, but is not limited to, base salary, pension, health care benefits, vacation time, illness and personal leave, overtime, travel compensation, vehicle use, professional development, cell phone, computer, or bonuses based on performance.

PROCEDURE

1. The Director of Human Resources will notify the Board President six (6) months prior to the conclusion of the Executive Director’s current contract.
2. The Board President will ensure that the Executive Director’s contract is an in-camera Board agenda item prior to the conclusion of the current contract.
3. If the contract is to be renewed, the Board will provide the Executive Committee with the direction on contract renewal and any changes to the compensation and benefits package in conjunction with the current skills, qualifications, and expertise of the Executive Director, the current strategic and operational goals, challenges, and resources of Mnaasged.
4. The Executive Committee will contact Mnaasged’s Legal Counsel to request an opinion to ensure compliance with appropriate legislation. The Director of Finance will be contacted to determine available resources, and the Director of Human Resources will determine eligibility of benefits and will request assistance in determining current duties and required skills, qualifications, and expertise of the Executive Director.

5. If the Executive Committee is renewing the contract, the President or designate will meet with the Executive Director to review the proposed compensation package prior to the end of the current contract term.
6. Should the Executive Director propose a counter-offer, then the Executive Committee will bring the counter-offer to Legal Counsel for a legal opinion prior to forwarding it to the Board of Directors.
7. If negotiations are resolved, the Executive Committee will request Legal Counsel to prepare the employment contract for Board approval.
8. If negotiations are not successful or the Board allows the contract to expire, the Executive Committee will implement the transition planning for the anticipated vacancy of the Executive Director's position.
9. The decisions of the Board will be recorded by the Secretary and forwarded to the Executive Assistant for filing in the Board Corporate Records.

POLICY REFERENCE

Department: Governance	POLICY #: 6030
Section: Executive Director	
Subject: Recruitment of the Executive Director	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference:	

RECRUITMENT OF THE EXECUTIVE DIRECTOR

POLICY

The Board of Directors will implement hiring practices that are consistent and equitable. Mnaasged Child and Family Services will hire the most qualified and suitable person for the position of Executive Director in accordance with Policy #30-25 of the Mnaasged Human Resources Policy and Procedure Manual. Preference will be given to members of the seven participating First Nations.

PROCEDURE

1. The Executive Committee will coordinate the recruitment activities for the position of Executive Director with the Director of Human Resources and the Executive Assistant.
2. The Executive Committee will determine whether to post for the position or coordinate a Search Committee. The Executive Committee will advise the Board of Directors of its decision.

AD HOC SEARCH COMMITTEE

1. If the Executive Committee decides on an Ad Hoc Search Committee, the Executive Committee will prepare a Terms of Reference outlining the anticipated process for the approval of the full Board of Directors.
2. Following the endorsement of the Terms of Reference by the full Board of Directors, the Executive Committee will implement the plan and may ultimately decide on a recommendation to the full Board of Directors.
3. The Executive Committee will work with the Director of Finance and Administration to determine a recruitment budget, which may include the engagement of a consultant, Board

expenses, advertisements, and so on. All fees for Service Agreements will be coordinated with the Director of Finance and Administration and the Director of Human Resources.

4. The Board of Directors is responsible for making final decisions regarding the employment of an Executive Director. The Board may accept or reject the recommendation from the Ad Hoc Search Committee and may issue instructions to the Executive Committee.

STRAIGHT RECRUITMENT

1. If the Executive Committee decides on an open posting, the Board of Directors will approve the posting and interview questions and will participate in screening and interviews.
2. The Executive Committee has the responsibility to prepare the posting and interview questions and to oversee the recruitment process in accordance with these procedures.
3. The Executive Committee will work with the Director of Finance and Administration to determine a recruitment budget, which may include the engagement of a consultant, Board expenses, advertisements, and so on. All fees for Service Agreements will be coordinated with the Director of Finance and Administration and the Director of Human Resources.
4. Recruitment of an Executive Director will be focused on the most qualified and suitable person from the seven member communities.
5. The Board of Directors is responsible for making final decisions regarding the employment of an Executive Director.

POSTING

1. The job advertisement may contain the following:
 - a) Brief description of Mnaasged
 - b) Position title and a statement on whether the position is contract or regular
 - c) Reporting relationship
 - d) Qualifications required
 - e) Overview description of duties
 - f) Job posting closing date and time
 - g) Statement that reference checks will be required

- h) Statement that “This position requires the successful candidate to have a valid driver’s license, unrestricted use of a vehicle, and meet the requirements of Mnaasged’s Police Records Check Policy”
 - i) Statement that salary is based on qualifications and experience
 - j) Address to submit the application, including email address of Mnaasged’s Human Resources Department
 - k) Statement that only those selected for an interview will be contacted
 - l) Statement that “Hiring of First Nation members will be given preference”
2. The advertisement will be circulated to the following:
- a) The offices of the member First Nations
 - b) Mnaasged’s Head Office, satellite offices, and website
 - c) Southern First Nations Secretariat
 - d) Human Resource Development Canada
 - e) Anishinabek Nation
 - f) Association of Iroquois and Allied Indians
 - g) Chiefs of Ontario office
 - h) Association of Native Child and Family Services Agencies of Ontario
 - i) Assembly of First Nations
 - j) Aboriginal Canada Portal Website – Employment
 - k) Ontario Association of Children’s Aid Societies
 - l) Any other location, as required
3. The advertisement for the position of Executive Director will be posted for a period of three (3) to six (6) weeks, as recommended by the Executive Committee.
4. The Director of Human Resources, in consultation with the Executive Committee or the consultant, or both, will draft and circulate the job advertisement accordingly.

5. Re-posting may occur due to an insufficient number of qualified applicants as determined by the Board. If re-posting is necessary, the applicants received from the first posting may be included in the second round of the screening process.
6. Incoming applications will be dated with the current date and will be logged as incoming correspondence by the Receptionist. Recorded applications will be forwarded to the Director of Human Resources and will be placed in a file until the deadline date.
7. The Director of Human Resources or the consultant, or both, will draft the sample interview questions for review by the Executive Committee prior to the Board's review. This will be forwarded to the Executive Assistant to prepare and include as part of the package for the Board's screening of applications.

SCREENING

1. The Director of Human Resources will schedule a screening date to occur within 10 days of the closing date and will notify the Board of the names of the applicants. Screening meetings will occur in person.
2. The Director of Human Resources will prepare the Screening Criteria Form based on the required qualifications in the job posting.
3. Any Director may declare a conflict of interest if there is a belief or perception by a member community that the Director cannot be objective in considering the applicant for whatever reason. Directors will also declare a conflict of interest when the applicant is an immediate family (as defined in this Manual) or whom they have a close personal relationship. In the event of a conflict of interest, members will remove themselves from the process.
4. The Director of Human Resources will ensure that information packages will be prepared prior to the screening session and will be distributed to the members at the time of the screening. Information packages will include all resumes, job posting, screening policy, screening criteria, job description, and draft interview questions.
5. The Board will review the Screening Policy and Procedure, screening criteria, job posting, and the job description.
6. The Board will review applications using the Screening Criteria Form. If the applicant does not have the required education or relevant experience, the applicant will not be considered.
7. Applications that are submitted after the deadline date and time will be screened out.
8. The Board will complete one Screening Criteria Form as a collective. The Board will determine the number of applicants to be interviewed and the interview date and will forward the information to the Director of Human Resources.

9. They will also review, revise, and approve the interview questions.
10. Resumes received must be held in confidence by members of the Board, and the information packages must be returned to the Director of Human Resources immediately after the screening.

INTERVIEWS

1. The Director of Human Resources will schedule the interviews and prepare and forward to the candidates an information package containing the job description, program brochures, last annual report, website address, Police Records Check Policy, and any other information as determined by the Executive Committee.
2. Applicants selected for an interview will be asked to bring the names of three work-related references.
3. The Director of Human Resources will ensure that information packages are prepared for the Board consisting of the approved interview questions, resumes, and job posting. The President's or designate's package will have the Consent for Release of Information and the salary grid.
4. Each Director will rate each applicant independently during the interview. After each interview, Members of the Board may decide to compare their ratings and explain the reason(s) for their scores.
5. Prior to leaving the interview, each applicant will sign the Consent for Release of Information. Upon signing the Form, the applicant authorizes Mnaasged to conduct a thorough check as it relates to the position. The applicant will be advised that other work-related references may be contacted. Applicants will be asked to confirm the names and telephone numbers of their references.
6. The total scoring results of the interviews will be verified by a selected member of the Board.

DECISION AND REFERENCES

1. The Board may make the decision to re-post after the interviews, if the scores of the applicants are too low, or the Board may make the decision to hire that will be conditional upon favourable references, as identified on the Consent for Release of Information.
2. The President or designate will complete all required references on the applicants considered for hire. Personal and work references will be completed utilizing the Reference Check Form provided by the Director of Human Resources.

3. The results of the interviews and the information packages will be held in confidence and returned to the Director of Human Resources immediately after the interviews are concluded.
4. A negative reference will require the President or designate to reconvene the Board to decide whether to make an exception, repost, or proceed with completing the appropriate reference checks for the next candidate. Negative references will include, but are not limited to, any one of the circumstances listed below:
 - a) When an applicant knowingly provides false information on their resume or during the interview
 - b) When an applicant does not possess the credits or educational level indicated on their resume
 - c) When the personal work references are unfavourable

OFFER

1. The President or designate will provide the Director of Human Resources with the completed reference check for filing and preparing the Letter of Offer, which will both be conditional upon signing the final employment contract.
2. The President or designate may discuss the offer with Legal Counsel prior to making the offer.
3. The President or designate will provide the Letter of Offer before requesting the Police Records Check, the Vulnerable Sector Screen, and copies of academic credentials and will advise the candidate that the offer is conditional pending a review of the applicable records checks. Upon approval of the checks, the President or designate will return the package to the Director of Human Resources and will request that the employment contract be drafted.
4. The President or designate is responsible to coordinate the execution of the employment contract and return it to the Director of Human Resources.
5. The President or designate will ensure that appropriate Staff, Elders, Ministry, First Nations, partners, Association of Native Family Services of Ontario (ANCF SO), Ontario Association of Children's Aid Societies (OACAS), Delegates, and non-affiliated First Nation Members are notified of the new hire and start date. The Director of Human Resources will be requested to assist with the orientation requirements as per the Orientation Policy.
6. The results of the screening and interviews and any information obtained because of the recruitment process will be filed in the Human Resources Files for two (2) years. The

successful applicant's interview and reference checks will be placed in a personnel file in a sealed envelope, initialed across the seal, and dated.

7. The Executive Committee designate may share certain information with unsuccessful applicants who request information on the results of their interview. This information includes a description of the interview process and a general overview of how they did during the interview performance. Applicants will not be allowed to view the documented results of the screening or interview process.

POLICY REFERENCE

Department: Governance	POLICY #: 6040
Section: Executive Director	
Subject: Orientation of the Executive Director	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal, Children’s Aid Society Capacity Development Framework	

ORIENTATION OF THE EXECUTIVE DIRECTOR

POLICY

The Executive Committee will ensure that an orientation session is provided to the new Executive Director.

PROCEDURE

1. The President or designate, the Senior Managers, and the Governance Executive Assistant will provide the Orientation for the Executive Director.
2. The orientation will be in accordance with Policy # 30-10 of the Mnaasged Human Resources Policy and Procedure Manual. In addition, the Executive Director will be provided with an overview of the following areas:

GOVERNANCE

- a) Bylaws
- b) Terms of Reference
- c) Governance Policies
- d) On-site tour of each community and an introduction to the community Chief and Council, the Director of Operations, and the Health and Social Services Manager
- e) Current Strategic Plan
- f) Previous Board Packages inclusive of in-camera sessions and current minutes

- g) Introduction to the London District Chiefs Council and the Executive Director of the Southern First Nations Secretariat
- h) Announcement and introduction letter to be sent to on- and off-reserve organizations

SERVICES

- a) Service Model and Programs
- b) Community Protocols
- c) Licensing Requirements
- d) Statistics and Data System
- e) Service Complaints and Serious Occurrence Procedures
- f) Internal Reviews and Audits
- g) Contentious issues
- h) Location of Service Policies and overview of Manuals

SPECIAL PROJECTS

- a) Goals and Project Plans
- b) Funding Requirements
- c) Status Reports

HUMAN RESOURCES

- a) Review of the Organizational Chart
- b) Review of Personnel Policies
- c) Overview of the Complaints Process
- d) Tour of each of the satellite offices and introduction to Staff
- e) Review of key position descriptions

FINANCE

- a) Current Funding Agreements
- b) Current and Previous Year's Budgets
- c) Current Financial Statements
- d) Review of Financial Policies
- e) Review of Budgeting Processing and managing in-year deficits and surpluses
- f) Reporting Requirements

OTHER

- a) Review of previous internal executive meetings
 - b) Review of previous external partner meetings
3. The orientation will be scheduled over a two-week period and may be extended pending additional training requirements.

POLICY REFERENCE

Department: Governance	POLICY #: 6050
Section: Executive Director	
Subject: Performance Evaluation	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal, Children’s Aid Society Capacity Development Framework	

PERFORMANCE EVALUATION

POLICY

The Board of Directors will conduct a probationary performance evaluation of the Executive Director and annually from the date of hire thereafter. Members of the Management Team, First Nations Chiefs, and Corporate Members will be consulted for feedback regarding the Executive Director’s performance.

PROCEDURE

1. The Executive Director will be provided with the Performance Appraisal Form at the time of hire and will be advised that a probationary evaluation will occur at the end of the probation period and annually thereafter from the date of hire.
2. The Director of Human Resources will ensure that the President is aware of the evaluation dates three (3) months prior to the date. The President will add the Executive Director’s evaluation on the Board’s in-camera agenda for scheduling an evaluation meeting date and discussing this Performance Evaluation Policy.
3. The Board will request feedback on the Executive Director’s performance appraisal from Corporate Members, Mnaasged’s Senior Managers, members of the Management Team, and member First Nation Chiefs using the Staff Performance Appraisal Form.
4. The Director of Human Resources will distribute the Performance Appraisal forms with an addressed and stamped envelope to the Executive Director and to the evaluators. The envelope will be addressed to the Board Secretary. The completed forms will be collected and compiled by the Board Secretary. The deadline to collect the completed forms will be set by the Board.

5. The Secretary will provide a summary of the feedback to the full Board during their evaluation meeting and will shred the individual forms once the evaluation is complete. Once the Board has reviewed the summary document, it will be sealed in an envelope and filed in the Board of Directors Corporate Documents filing cabinet by the Board Secretary.
6. The Executive Director is required to complete a self-evaluation and to submit this to the Director of Human Resources for the evaluation meeting package.
7. The Director of Human Resources will prepare the Board evaluation meeting package. The package will include the following:
 - a) Executive Director's self-evaluation
 - b) Executive Director's reports
 - c) Completed task lists from Board and Committee meetings
 - d) Performance appraisal tool
 - e) Executive Director's work plan
 - f) Previous evaluation
 - g) Strategic Plan
8. In completing the self-evaluation, the Executive Director will be required to identify examples, thus providing evidence or rationale of areas indicating that behaviour has exceeded or is below standard.
9. Guidelines for the Executive Director's Evaluation by the Board of Directors include the following:
 - a) Review the position's description to establish a clear understanding of the position's role, responsibilities, and behavioural expectations
 - b) If the Executive Director has exceeded standards or has not met standards in an area of performance, these examples must be provided to clarify or support the rating
 - c) Examples of performance or "feedback" provided should be concrete, specific, and timely and should be focused on performance or the specific behaviour and not the personality of the Executive Director
 - d) Feedback should provide the Executive Director with clear information regarding what the Executive Director has or has not achieved and with constructive criticism regarding areas where performance requires ongoing development or is not acceptable

- e) Specific statements or “feedback” used in discussions with the Executive Director regarding performance should include the following:
 - i. Deal with facts
 - ii. Refer to a particular behaviour or event
 - iii. The behaviour should be described so the Executive Director understands what the Board is referring to which action or response
 - iv. The consequences of the behaviour should be indicated, explaining if and why the behaviour is a problem
 - v. The Board should seek a commitment from the Executive Director to agree to change or improve the behaviour
 - vi. The Board should focus on what the Executive Director has done or not done
 - vii. Evidence to support feedback should be obtained by the Board to avoid second-hand information
 - viii. The Executive Director can provide evidence to support ratings or to seek a change in the rating from the Board
- 10. The section “Summary Comments” is completed by the President and members of the Executive Committee. This section includes areas of strengths, areas for ongoing improvement and development, and areas where performance outcomes have not been met.
- 11. The performance appraisal should incorporate examples or “evidence” provided by the Executive Director or surveys that the Board deems to be relevant. There is a section on the Appraisal Form for the Executive Director’s additional comments.
- 12. The Board will define specific goals for the upcoming year that are Specific, Measurable, Attainable, Result-Oriented, and Time-Oriented.
- 13. Once the Board has completed the Evaluation Form, the President will schedule a meeting with the Executive Director to review the Performance Evaluation. At the end of the Performance Review Meeting, the Executive Director and the President may mutually establish additional performance goals for the following year to support and to encourage ongoing development.
- 14. The President and the Executive Director will sign the performance appraisal, indicating the Executive Director had the opportunity to provide input by way of a self-evaluation and by participating in the Performance Review Meeting. The performance appraisal is then placed in the Executive Director’s File.

15. The Executive Director is provided a copy of the performance appraisal.

POLICY REFERENCE

Department: Governance	POLICY #: 6060
Section: Executive Director	
Subject: Managing Work Expectations	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal	

MANAGING WORK EXPECTATIONS

POLICY

The Executive Director is expected to carry out responsibilities in accordance with the defined job description as approved by the Board of Directors. Progressive discipline will be taken if these responsibilities are not fulfilled.

PROCEDURE

1. If the Executive Director does not fulfill the responsibilities of the position in any part, where warranted, the Executive Committee will determine the appropriate course of action, including the development of a Remedial Action Plan, if deemed necessary by the Executive Committee.
2. The President is responsible for implementing the Remedial Action Plan and reporting back to the Board of Director at the in-camera session.
3. All records of progressive discipline will be sealed by the Board Secretary–Treasurer and filed in the Executive Director’s Personnel File.
4. The President will monitor the process to ensure that the issue is resolved.

POLICY REFERENCE

Department: Governance	POLICY #: 6070
Section: Executive Director	
Subject: Termination	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal	

TERMINATION

POLICY

The Executive Director may be terminated, without notice, for reasons of just cause. Legal opinion will be requested before a final decision to terminate is made by the Board of Directors.

PROCEDURE

1. Policy #15-10 of the Mnaasged Human Resource Policies and Procedures identifies that inappropriate conduct is grounds for immediate termination rather than progressive discipline. A single act of inappropriate conduct may be regarded as sufficient cause for termination. Examples include, but are not limited to, the following:
 - a) Theft (regardless of the amount) or fraud (including any misrepresentation to personal background), misappropriation or misuse of employer funds, expense account abuse, overtime fraud, wrongful use of Mnaasged's credit, wrongful use of Mnaasged's property, and falsification of documents
 - b) Wilful dishonesty and showing no remorse for the actions taken
 - c) Wilful neglect of duties such as abandonment, conflict of interest, gross negligence or dereliction of duties, repeated incompetence, and insubordination
 - d) Any conduct of the Employee (occurring in or outside the work place) that has a negative impact to the credibility of Mnaasged, including, but not limited to, the Employee being convicted of an offence under the *Canadian Criminal Code R.S., 1985*, chapter C-46
 - e) Failure or refusal by the Employee to comply with the policies, rules, and regulations of Mnaasged that is not immediately resolved by the Employee

- f) Failure to report a suspicion of Child abuse or neglect
 - g) Breach of confidentiality if results cause serious consequences to another Employee or Client
 - h) Endangering the safety of fellow Employees, Visitors, or Clients through incompetence or negligence
 - i) Harassment if results cause serious consequences to another individual
 - j) Possession distribution, selling, or transferring drugs or alcohol on Mnaasged premises or while on Mnaasged business
 - k) Breach of trust
 - l) Any conduct that results in the Employee no longer being able to perform the duties of the job, such as suspension of the Employee's driver's license when it is a requirement in the performance of the duties.
2. Should the Board, at a duly convened Board Meeting, determine that termination of the Executive Director is necessary, the Board will pass a resolution in-camera to initiate the termination process. The motion will provide direction for the Executive Committee to contact Legal Counsel for a legal opinion and for the necessary actions required to terminate the relationship.
 3. The Executive Committee will meet to discuss the situation, will review all documentation leading up to the Board's decision to terminate the Executive Director, and will review the current contract. This meeting will occur within one week of the Board's decision to terminate the Executive Director.
 4. The Executive Committee will determine who will be the Legal Counsel's primary contact and will seek the Legal Counsel's contact information from the Board Orientation Manual or from the Director of Human Resources. The Executive Committee Member will contact Legal Counsel as soon as possible and will provide all documentation related to the Board's recommendation as required.
 5. Once a legal opinion has been received detailing options or steps, or both, the Executive Committee will convene a Board Meeting to review the legal opinion within one week of receiving the opinion.
 6. Once the opinion is considered and if the recommendation to terminate has been approved by the Board and recorded in the minutes, the Board will develop a plan for termination with the assigned responsibilities and time frames, including the request for Legal Counsel to draft the termination letter, and settlement waiver if required.

7. The Executive Committee will meet with the Executive Director to provide the Letter of Termination. The Executive Director will be given an opportunity to read the Letter of Termination and then will be required to collect all personal belongings and to leave the premises immediately. If the Executive Director is not on Mnaasged's premises, the termination letter will be delivered to the Executive Director's home address.
8. The Executive Committee will determine the most appropriate way to advise other Employees and will immediately implement the Vacancy and Transition Planning Policy contained within this Manual.
9. The Executive Committee will notify the Director of Finance and Administration of any financial amounts owing to the Executive Director in accordance with the contract or the negotiated settlement, or both.
10. The Executive Committee will request the Human Resources Assistant to forward to the Finance Department any accumulated and unused annual vacation leave to which the Executive Director is entitled to be paid. The final pay will be provided on the next or earliest pay period after receipt of the Employee's final attendance record, or seven (7) days from the termination date. An electronic Record of Employment (ROE) will be provided within five (5) business days of the final pay. A paper copy will be made for the Personnel File.
11. If the Executive Director is registered with a professional regulated association and is terminated for misconduct, breach of confidentiality, or incompetence the appropriate association will be notified by the President.
12. The Human Resources Department will be responsible for notifying the Benefit and Pension Advisor to immediately terminate the Employee in these Plans and to follow up with the Employee regarding the Employee's Pension Investment.
13. The Executive Director may be terminated at any time during the first three (3) months of the probation period without notice or pay in lieu of notice. Termination may still occur at any time during the balance of the probationary period for just cause or without just cause, provided the appropriate notice or pay in lieu of notice is provided as required under the *Employment Standards Act*, unless otherwise stated in the employment contract.
14. Upon termination of the Executive Director, the Executive Committee must complete the following:
 - a) Arrange to have electronic access to Mnaasged computer systems (e.g., databases and email) terminated just prior to or during the termination meeting
 - b) Collect keys or other access devices to prevent unauthorized access

- c) Collect all Mnaasged property, cell phone, passwords, computers, memory sticks, Day-Timer/agenda, security identification card, and so on
- d) Accompany the Executive Director to retrieve all personal effects
- e) Terminate Benefits and Pension as required

15. The Board Secretary will ensure that all documents related to the termination are placed in a sealed envelope, signed, and dated and placed securely in the Executive Director's Personnel File.

POLICY REFERENCE

Department: Governance	POLICY #: 6080
Section: Executive Director	
Subject: Personnel File	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal, Children’s Aid Society Capacity Development Framework	

PERSONNEL FILE

POLICY

The Board Secretary–Treasurer, with the assistance of the Director of Human Resources, will ensure that the Executive Director’s Personnel File is created and maintained. The file will be kept in a confidential and secured manner, providing access and disclosure only when necessary and defined by the Policy.

PROCEDURE

1. The Executive Director will be aware of all the documentation placed in the Executive Director’s Personnel File and will have the right to copies of this information, except for documents that contain personal information of others in Mnaasged (such as interview notes and reference checks).
2. The Personnel File may include the following documentation in accordance with Human Resources Policy #35-65:
 - a) Employee resume at the time of hiring
 - b) Letter of offer or contract
 - c) Job description
 - d) Employee Fact Form
 - e) Signed Oath of Confidentiality Form
 - f) Possession of Keys Form
 - g) Performance evaluations

- h) Substantiated claim of harassment
 - i) Training certificates
 - j) Education certificates
 - k) Copy of driver's license
 - l) Disciplinary and grievance correspondence
 - m) Recruitment-related documentation, such as Telephone Reference Check and Consent to Background Check Form
 - n) All other correspondence related to the Employee's employment, such as letters of recommendations, letter of recognition, letter of resignation, letter of acceptance, suspensions, and other correspondence as determined by the Director or the Manager.
3. A file separate from the Personnel File shall be maintained for an Employee's medical information reports. Medical sick slips shall also be maintained in this file.
 4. The administrative information (e.g., benefits coverage, next-of-kin contacts, and income tax) will be maintained by the Director of Finance and Administration.
 5. Access to the file will be limited to the Executive Committee or the Director of Human Resources under direct guidance from the Executive Committee.
 6. The Executive Director may request in writing to view the Executive Director's Personnel File once a year. The Executive Director must be accompanied by a member of the Executive Committee. The file must not be removed from the office.
 7. Auditors (financial, human resources, government representatives, and accreditation representatives) may review specific employment-related documentation deemed necessary for a comprehensive audit.
 8. Information will not be released to a representative of another Agency or member of the public without the signed informed consent of the Employee, except as required by law. In an emergency, the Executive Committee or designate may attempt to contact the Executive Director and relay the message.
 9. Employee information may include, but is not limited to, Employee's name, home phone number, employment status, salary information, and length of service.
 10. On occasion, the Executive Director may need confirmation of employment for requirements of financial and lending institutions. In this instance, the Director of Human Resources may prepare a letter confirming the Executive Director's employment, salary, and length of service. The letter will only be given to the Executive Director.

11. Authorities may summon the Executive Director's Personnel File or receive copies of documentation by submitting a lawful demand to the Board of Directors. The demand will become part of the Personnel File.
12. Former Executive Directors may request employment references. All references may be provided only in writing by the President or designate.
13. The Personnel File will be retained for at least seven (7) years following the termination of the Employee's employment relationship, after which time it will be determined by the Executive Committee whether the file should be kept or shredded.

POLICY REFERENCE

SECTION 7: COMPLAINTS

Department: Governance	POLICY #: 7010
Section: Complaints	
Subject: Employee Complaints to a Director	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal, Children’s Aid Society Capacity Development Framework	

EMPLOYEE COMPLAINTS TO A DIRECTOR

POLICY

Mnaasged Child and Family Services believes that all Employees should be treated fairly and equitably. Mnaasged Child and Family Services also believes that constructive and effective working relationships should exist with all Staff to prevent conflict and complaints. It is recognized that, from time to time, conflicts and complaints may occur. In this situation, the Board will only respond to complaints when an Employee lodging the complaint has followed the "Conflict and Complaints Resolution Policy." When the Board is involved and a decision is rendered, the decision becomes final.

Lobbying or complaining by Mnaasged Child and Family Services Staff to a Director(s) outside of this Policy is considered insubordination. This type of action is to be reported to the Executive Director and is to be dealt with according to the Progressive Discipline Policy.

PROCEDURE

1. If an Employee approaches a Director with a complaint against a fellow colleague, the Management, or a service issue the Director will refer the Employee to the Conflict and Complaints Resolution Policy in the Personnel Manual.
2. The Board of Directors will only become involved when a complaint is unresolved at Step 4: Forwarding Complaints or Concerns to an Ad Hoc Appeals Committee of the Conflict and Complaints Resolution Policy of the Personnel Manual. The Personnel Manual specifies the role of the Appeals Committee and the requirements from the Board.

3. An annual summary of written Staff complaints and resolutions will be prepared by the Director of Human Resources and will be presented to the Personnel Committee by the Executive Director.

POLICY REFERENCE

Department: Governance	POLICY #: 7020
Section: Complaints	
Subject: Service Complaints	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: OACAS Accreditation Standards, Mnaasged Child and Family Services Internal, Alternative Care Standard 33	

SERVICE COMPLAINTS

POLICY

Mnaasged Child and Family Services recognize that, from time to time, an individual receiving service may not be satisfied with the service they receive. The individual has a right to express a concern so that it may be heard and addressed appropriately through a constructive method of problem resolution that is consistent with both legislation and Mnaasged Child and Family Services' Vision, Mission, Relationship Statements, and Philosophy.

Mnaasged Child and Family Services will respond to all Client complaints except for the following:

- *Complaints regarding issues that have been decided by the Court*
- *Complaints regarding issues that are currently before the Court*
- *Complaints regarding issues that are subject to another decision-making process under the Child, Youth and Family Services Act or under the Labour Relations Act, 1995.*

A Client Complaint pamphlet that outlines the complaint procedure will be made available to all clientele.

PROCEDURE

COMPLAINTS

1. A person may make a complaint to a Society that relates to a service sought or received by that person from the Society.
2. Mnaasged provides prevention and child welfare services. This Policy provides a Complaint Process for all Mnaasged Clients, regardless of the service area. The procedure involves the following steps:
 - a) Complaints reviewed by the Helper, the Supervisor, the Children's Circle of Care Manager, the Director of Services, and the Executive Director
 - b) Complaints reviewed at the Board Level
 - c) Complaints reviewed at the Ministry Level
3. Alternative Care Providers, Biological Caregivers, and Adoptive Biological Caregivers are not Clients. However, there are times when an Alternative Care Provider, Biological Caregiver, or an Adoptive Biological Caregiver may be dissatisfied with the service provided to them. Alternative Care Providers, Biological Caregivers, and Adoptive Biological Caregivers with a complaint will follow all three (3) steps of the Complaint Process with the following *exceptions*:
 - a) Alternative Care Providers who had a Crown Ward removed from their care when the Crown Ward has lived continuously with them for two (2) years (section 61)
 - b) Adoptive Biological Caregivers who are refused an application for adoption (section 144)
 - c) Adoptive Biological Caregivers who had a Child placed with them for adoption and Mnaasged has made the decision to remove the Child after that placement for adoption (section 144)
4. In these situations, Alternative Care Providers and Adoptive Biological Caregivers may appeal directly to the Child and Family Services Review Board.

The following principles will be reflected in our response to the Complaint:

1. Disagreement and dissatisfaction are normal components of any relationship; it is appropriate for a person to voice a complaint.
2. Clients have a right to voice a complaint and they should be encouraged to do so.
3. Complaints should be responded to in an informal manner if possible. It is recognized that cumbersome procedures may be seen by the Client as an obstacle to a resolution.

4. Complaints will be responded to promptly, and Mnaasged Personnel will endeavour to find a speedy resolution.
5. Whenever possible, complaints by Clients and others should be responded by the Mnaasged person who is involved directly in the situation.
6. Mnaasged Staff have the right to know that a complaint has been made against them or their behaviour and to be an active participant in resolving the circumstances of the complaint.
7. Clientele and members of the community will be encouraged to present any concerns at an early stage.
8. A Complainant may appear personally at each step of the Internal Review.
9. Mnaasged will ensure that all complaints receive a response and are considered when planning service delivery.
10. Suggestions for new services when there is no specific grievance will not be considered as a complaint and should be submitted to the Executive Director or Senior Management for consideration.

COMPLAINTS REVIEWED BY THE HELPER, THE SUPERVISOR, THE DIRECTOR OF SERVICES, AND THE EXECUTIVE DIRECTOR

1. A verbal or written complaint is received by Mnaasged Staff from a Client.
2. If the complaint is not received by the person who will address it, the complaint is forwarded to the appropriate person or persons. This may be the Helper, the Supervisor, and, at times, the Director of Services or the Executive Director.
3. The Director of Services and the Executive Director will discuss the complaint and will determine who will address it.
4. The concern is discussed with the Client within two (2) working days.
5. The Client is advised of the following:
 - a) The Client Complaint Process
 - b) The Client may have an advisor or friend accompany the Client when meeting with Staff to discuss the complaint.
6. Staff will be sensitive to the issues of literacy and will assist the Client with the completion of a formal written complaint if necessary.

7. The concern must be resolved within ten (10) working days.
8. The concern and its outcome are recorded in the Helper's case notes within one (1) working day.
9. The Director or designate will determine the following:
 - a) Whether the complaint and its outcome should be recorded on the Complaint Tracking Form
 - b) Who will record the complaint and its outcome on the Complaint Tracking Form
 - c) If the complaint is to be recorded on the Complaint Tracking Form, the form must be completed within two (2) weeks of the outcome of the complaint

COMPLAINTS REVIEWED AT THE MNAASGED BOARD LEVEL OR THE MINISTRY LEVEL

1. When a complaint cannot be resolved at the front-line level, it may proceed to the Mnaasged Board Level or the Ministry Level for review.

Child Welfare

1. If the complaint is a Child Welfare complaint, the following committees may review the complaint and decide on its resolution:
 - a) At the Mnaasged Board Level: The Internal Complaints Review Panel
 - b) At the Ministry Level: The Child and Family Services Review Board
2. All complaints to the Internal Complaints Review Panel must be written and sent in care of the Executive Director. All complaints sent to the Child and Family Services Review Board must be written.

PROCESS OF REVIEW AT THE AGENCY LEVEL

1. A complaint is made to Mnaasged in writing, which must be signed by the Complainant.
2. Within seven (7) days, Mnaasged decides whether the complaint is eligible for review using the following criteria:
 - a) The complaint must relate to a service currently being sought or received by the Client
 - b) The complaint must involve that Client
 - c) The Client must have made attempts to resolve the complaint informally

- d) The subject of the complaint is an issue that is not before the Court or has not been decided by a court
3. If the complaint is NOT eligible for review, Mnaasged notifies the person lodging the complaint within 10 working days of making the decision:
 - a) In writing
 - b) Regarding the decision
 - c) The reason for the decision
4. If the complaint is eligible for review, the Executive Director will establish an Internal Complaints Review Panel within 10 working days to review the complaint. The Internal Complaints Review Panel will ensure the following:
 - a) Include a Senior Manager from Mnaasged
 - b) Include other Mnaasged Staff, as required
 - c) Include at least one person who is external to Mnaasged and who may be a member of the Mnaasged Board of Directors
 - d) Ensure that members of the panel do not have any direct involvement with the complaint being reviewed
5. The person lodging the complaint is notified within 10 working days:
 - a) In writing
 - b) Provided the date and time for a meeting with the Internal Complaints Review Panel
6. The meeting will occur as following:
 - a) Is scheduled at a mutually convenient time for the Complainant and the Panel
 - b) Will be held within 14 days after the date the written notice is sent to the Complainant
 - c) The Complainant may request a meeting date later than 14 days after the date the written notice was sent to the Complainant
 - d) Reasonable efforts will be made by the Panel to accommodate the request
 - e) The meeting will take place in person
7. The Panel determines who will attend the meeting. However, the Complainant may bring the following:

- a) A representative of the Complainant's First Nation Band or community
 - b) One other person
8. Within 14 days after the meeting, the following will occur:
- a) The Panel will send a written summary of the meeting and its decision to the Complainant and the Executive Director
 - b) The summary will include the next steps if any
9. If the complaint is resolved to the satisfaction of the Complainant, Mnaasged will write a letter to the Complainant confirming the resolution within 14 days of the meeting.
10. Decisions made by the Internal Complaints Review Panel are final decisions except for child welfare complaints that may be heard by the Child and Family Services Review Board. (Please see the Process of a Formal Complaint at the Ministry Level for details.)
11. The complaint and its outcome are recorded on the Complaint Tracking Form within 14 days of the decision of the Internal Complaints Review Panel.

PROCESS OF REVIEW AT THE MINISTRY LEVEL (GRADUATED IMPLEMENTATION AS SERVICES COME ONLINE)

1. The review of a complaint at the Ministry Level involves a review of the complaint by the Child and Family Services Review Board. The Child and Family Services Review Board will review the complaint, will determine whether the complaint is eligible for review, and will decide on an outcome regarding the complaint.
2. The following is the process of a complaint heard by the Child and Family Services Review Board.
3. The complaint must relate to one of the following matters:
 - a) Alleged inaccuracy in the Mnaasged files regarding the Complainant
 - b) An allegation that Mnaasged refused to proceed with a complaint
 - c) An allegation that Mnaasged failed to respond within the time frame to a complaint
 - d) An allegation that Mnaasged failed to comply with the Complaint Review Procedure
 - e) An allegation that Mnaasged failed to provide the Child and the biological Caregivers with the opportunity to be heard and to be represented

- f) Allegations that Mnaasged failed to provide the reasons for a decision that affects the Complainant's interests
 - g) Mnaasged's decision to remove a Crown Ward from the Alternative Care Provider when the Child has lived continuously with the Alternative Care Provider for two (2) years (section 61)
 - h) Mnaasged's decision to refuse an application for adoption (section 144)
 - i) Mnaasged's decision to remove a Child after placement for adoption (section 144)
4. A request for review by the Child and Family Services Review Board regarding allegations that Mnaasged failed to hear a complaint appropriately is made in writing on the form titled "Request for Review of Children's Aid Society – Child and Family Services Review Board Application."
 5. A request for review by the Child and Family Services Review Board from Alternative Care Providers and or biological Caregivers regarding section 61 of the *Child, Youth and Family Services Act* is made in writing on the form titled "Removal of a Crown Ward – Child and Family Services Review Board Application."
 6. A request for review by the Child and Family Services Review Board from Adoptive Biological Caregivers regarding section 144 is made in writing on the form titled "Refusal of Adoption – Child and Family Services Review Board Application."
 7. Requests for the withdrawal of an appeal to the Child and Family Services Review Board is made in writing on the form titled "Withdrawal of Application Form."
 8. Staff will be sensitive to the issues of literacy and will assist the Client with the written complaint, whenever necessary.
 9. Within seven (7) days, the Child and Family Services Review Board will decide whether the complaint is eligible for review and will notify the Complainant in writing.
 10. If the complaint is eligible for review, the Child and Family Services Review Board must review the complaint and decide on its outcome.
 11. The Child and Family Services Review Board may hold a pre-hearing conference.
 12. Within 10 days of the conclusion of the pre-hearing conference, the Child and Family Services Review Board must send a summary of the results of the pre-hearing conference, in writing, to the Complainant and to Mnaasged. If a hearing is to occur, the package must include a notice of the date and locations of the hearing.
 13. When a hearing is to proceed, it must occur within 20 days after the pre-hearing conference.

14. Within 10 days after the conclusion of the hearing, the Child and Family Services Review Board will provide, in writing, to the Complainant and to Mnaasged, its decision and the reasons for the decision.
15. The Child and Family Services Review Board may issue the following:
 - a) Order Mnaasged to proceed with the complaint made by the Complainant in accordance with the Complaint Review Procedure established by regulation
 - b) Order Mnaasged to provide a response to the Complainant within a period specified by the Child and Family Services Review Board
 - c) Order Mnaasged to comply with the Complaint Review Procedure established by regulation or with any other requirements under the *Child, Youth and Family Services Act*
 - d) Order Mnaasged to provide written reasons for a decision to the Complainant
 - e) Dismiss the complaint
 - f) Make such other order as may be prescribed

INFORMING CLIENTS OF THE CLIENT COMPLAINT PROCEDURE

1. Mnaasged has prepared a Client Complaint Pamphlet titled “Service Complaint Process,” advising Clients of the complaint procedure. The Client Complaint Pamphlet is to be given to all Clients by Helpers responsible for their direct service; specifically:
 - a) Biological Caregivers, through Investigation and Assessment Helper and Child Welfare Helper
 - b) Alternative Care Provider and Biological Caregivers, through the Child Welfare Helper supporting the home
 - c) Outside residential resources, through the institution’s Helper
 - d) Adoptive Biological Caregivers and Child to be adopted (where the Child is on adoption placement) through the Agency contracted to provide this service.
2. Client Complaint Pamphlets will be available during normal business hours at the Reception area and on the website of each Mnaasged Family and Community Service office or for mailing purposes upon telephone or written request.

POLICY REFERENCE

Department: Governance	POLICY #: 7030
Section: Complaints	
Subject: Complaints against the Executive Director	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal, Children's Aid Society Capacity Development Framework	

COMPLAINTS AGAINST THE EXECUTIVE DIRECTOR

POLICY

The Board of Directors expects that the Executive Director will possess the necessary conflict resolution skills required to resolve complaints and to ensure that constructive and effective working relationships exist with the Employees of Mnaasged Child and Family Services, community members, and service partners. However, if a conflict or complaint arises against the Executive Director and the Executive Director has been unable to resolve the matter, the Board of Directors is responsible for managing all unresolved complaints against the Executive Director. When a written complaint requires the involvement of the Board of Directors, the decision from the Board of Directors will be final.

PROCEDURE

1. The Board of Directors will confirm with the Complainant that the concern was raised with the Executive Director. If the Complainant did not first address the concern with the Executive Director, the Board of Directors will redirect the Complainant to the Executive Director.
2. The Board of Directors will only become involved in a services complaint when the Executive Director is unable to resolve the concern to the Complainant's satisfaction.
3. When the Executive Director has received and reviewed a concern, the Executive Director will provide a written response to the Complainant that will include notes and findings of the situation. If the Complainant is unsatisfied with the findings, the Complainant is required to submit a written letter of concern to the Board's Executive Committee and addressed to the President of the Board. The contact information for the President will be provided.

4. When an unresolved written concern against the Executive Director is received by the President, the President will provide a copy of the concern to the Executive Director within three (3) working days.
5. The President will request the Executive Director to submit a chronology of events and all related documentation regarding the concern and will be asked to schedule an Executive Committee meeting or teleconference within five (5) working days.
6. The Executive Assistant will forward the concern, all related documentation, and a copy of this Complaints Policy to the Executive Committee Members.
7. The Executive Committee will review the information and will determine the plan to investigate the complaint. The plan may include hiring a third party to complete the investigation or assigning a member of the Executive to investigate.

OUTSIDE ASSISTANCE OR CONTRACTOR

1. If the Executive Committee believes that the assistance of outside services, such as investigators, is required, the Executive Committee will advise the Executive Director and will request that resources be allocated. Once confirmed, the Executive Committee will secure an independent investigator and will request a fee for service contract be developed.
2. The Executive Committee or the President will meet with the contractor to review the correspondence, the expectations, and the contract.
3. The signed contract will be forwarded to the Finance Department for processing.

INVESTIGATION

1. Every effort will be made to complete the investigation within 15 working days from appointing an investigator for the complaint.
2. If the investigation cannot be completed within 15 working days due to the complexity of the complaint or the circumstances beyond the control of the Board, the President will contact the Complainant via telephone to advise that the investigation is not complete and to provide an estimated completion date. The President will ensure that a letter is sent to the Complainant confirming this telephone conversation. The letter will be filed with the complaint documentation.

FINDINGS

1. Within 30 days of completing the investigation, the Executive Committee will complete the following:
 - a) Review the report and develop a plan of corrective action, if required
 - b) Present the findings and the recommended plan of action to the Board of Directors at a convened teleconference or in person at an in-camera meeting.
2. If the recommended action is disciplinary in nature, it will be in keeping with the Progressive Discipline Policy.
3. The Board will determine the follow-up required with the Executive Director and will assign responsibility to a Director(s) to complete the follow-up and the timelines for completion.
4. The President will ensure through the Executive Director or the Executive Assistant that the complaint will remain on the Board's in-camera agenda until the Board receives confirmation that all assigned tasks have been completed and the matter is resolved.

DOCUMENTATION

1. The Board Secretary–Treasurer, in consultation with the President, will draft a letter to the Complainant.
2. The results of the investigation, the complaint, the letter to the Complainant, and the minutes of the meeting will be filed within the secured Board of Directors' Filing Cabinet by the Board Secretary–Treasurer.
3. The Executive Director will report to the Board of Directors all written complaints received. The information will be contained within the Executive Director's established reporting format.
4. The Executive Director will provide an annual summary to the Executive Committee of written complaints received, trends, and corrective actions taken or required.

POLICY REFERENCE

Department: Governance	POLICY #: 7040
Section: Complaints	
Subject: Complaints against a Board Director(s)	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal, Children’s Aid Society Capacity Development Framework	

COMPLAINTS AGAINST A DIRECTOR(S)

POLICY

The member communities expect that the Director appointed to represent their community will possess the necessary conflict resolution skills required to resolve complaints. Further, it is expected that the Director will ensure that constructive and effective working relationships exist with Employees of Mnaasged, community members, other Directors, and service partners.

If a conflict or complaint arises against a Director, the Complainant will be directed to the Executive Committee who will manage all complaints against the Board, with technical assistance provided by the Executive Director.

PROCEDURE

1. If the complaint is against the President, the Vice-President will fulfill the following procedural responsibilities.
2. If the complaint is against any member of the Executive Committee, that Director will be excused from the Executive Committee until the complaint is resolved and another Director will be appointed to assist.
3. If a complaint was received by a Mnaasged Employee, Volunteer, or Director the individual receiving or becoming aware of the complaint will direct the Complainant to send a written complaint to the Executive Committee in care of the President.
4. The President will request the Executive Director to call a meeting of the Executive Committee to review the information and to determine a plan to investigate the complaint. The plan may include hiring a third party to complete the investigation or assigning a member of the Executive to investigate.

5. The Executive Committee will request permission from the Complainant to share the complaint with the Director's Chief or Councillor, if the Director is a representative from a member First Nation, to assist in implementing any remedial action if required. If consent is received, the Executive Committee will invite the Chief or Councillor from the Director's community to be a party to the process.

OUTSIDE ASSISTANCE OR CONTRACTOR

1. If the Executive Committee believes that the assistance of outside services, such as investigators, is required, the Executive Committee will advise the Executive Director and will request that resources be allocated. Once confirmed, the Executive Committee will secure an independent investigator and will request a fee for service contract be developed.
2. The Executive Committee or the President will meet with the contractor to review the correspondence, the expectations, and the contract.
3. The signed contract will be forwarded to the Finance Department for processing.

INVESTIGATION

1. Every effort will be made to complete the investigation within 15 working days from appointing an investigator for the complaint.

FINDINGS

1. Within 30 days of completing the investigation, the following will occur:
 - a) The Executive Committee will review the report
 - b) A member of the Executive Committee will seek input from the respective Chief, if the Director is a representative from a member First Nation
 - c) A plan of corrective action, if required, will be developed with the input given by the respective Chief
 - d) The Executive Committee will present the findings and the recommended plan of action to the Board of Directors at a convened teleconference or in person at an in-camera meeting
2. The member(s) whom the complaint is against will be directed to leave the meeting during this discussion.

3. The Board will determine the follow-up required and will assign responsibility to a Director (s) to complete the follow-up and the timelines for completion, with the assistance of the Executive Director.
4. After the meeting, the Executive Committee will meet with the member whom the complaint is against to inform that member of the findings and the Board's decision.
5. The President will ensure through the Executive Director and the Executive Assistant that the complaint will remain on the Board's in-camera agenda until the Board receives confirmation that all assigned tasks have been completed and the matter is resolved.

DOCUMENTATION

6. The Board Secretary, in consultation with the President, will send a follow-up letter to the Complainant and the First Nation if the Director is a representative of a member First Nation.
7. The results of the investigation, the complaint, the letter to the Complainant, and the minutes of the meeting will be filed within the Board-secured file cabinet located at the Head Office by the Executive Director.

POLICY REFERENCE

Department: Governance	POLICY #: 7050
Section: Complaints	
Subject: Protection Investigation involving a Director	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal	

PROTECTION INVESTIGATION INVOLVING A DIRECTOR

POLICY

All child protection investigations involving a member of the Board of Directors will be investigated as per standard Mnaasged Child and Family Services procedures. No Director, including the Director being investigated, will interfere in the investigation or Case Management Process. No Director will be given access to files or other information regarding an investigation.

The Director being investigated by Mnaasged Child and Family Services will be suspended from the Board of Directors for up to 30 days pending the outcome of the investigation. Where an investigation verifies Child abuse—or results in a criminal offence conviction related to domestic violence, violence against a Child, any sexual offence, or any other offence that would affect the credibility of Mnaasged Child and Family Services—the Director involved in the abuse will immediately cease as a member of the Board of Directors.

PROCEDURE

1. When an allegation of child abuse is received by Mnaasged, and the initial assessment warrants an investigation, the Intake and Assessment Supervisor will immediately notify the Director of Services and the Executive Director.
2. Mnaasged's Investigation Involving Staff and Directors Policy will be applied.
3. Further to the abovementioned policy, the Executive Director will disclose the name of the Director being investigated for child abuse to the Board President or to the designate if the allegation involves the President.
4. The President or designate will suspend the Director from the Board of Directors during the investigation up to a maximum of 30 days. If the Director is a member First Nation

representative, the Director will be advised that Mnaasged will notify the First Nation that may choose to appoint a new Director. The investigation will not be disclosed to the First Nation.

5. The Executive Director will disclose the outcome of the investigation to the Director within 14 days of the completion of the investigation.
6. If the investigation verifies a child protection concern, the Board President will notify the Director and the Board President or designate that the Director is no longer a member of the Board of Directors effective immediately and the Vacancy and Recruitment Policy will be applied.
7. If the investigation is unsubstantiated, the Executive Director will advise the Board President to notify the Director and First Nation, if the Director is a First Nation representative, that the Director's responsibilities are reinstated.

POLICY REFERENCE

SECTION 8: MEETINGS AND PLANNING

Department: Governance	POLICY #: 8010
Section: Meetings and Planning	
Subject: Attendance	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal, Children’s Aid Society Capacity Development Framework	

ATTENDANCE

POLICY

As a function of good Governance, it is imperative that Mnaasged Child and Family Services has active participation from member communities. Active participation will ensure that community perspectives are considered in collective decision making.

Directors are required to consistently attend Board Meetings and assigned committee meetings as their responsibility for good Governance. Any Director who fails to attend three (3) consecutive meetings of the Board will be disqualified and will cease to be a Director of the Board (Bylaw #1).

PROCEDURE

1. The Executive Assistant will be responsible for maintaining an attendance summary, which will be reviewed by the Board of Directors during their annual Board evaluation.
2. The Executive Director, in following the Attendance Policy, will provide a written notice to all Directors that have been absent from two (2) consecutive meetings.
3. In the event a Director is unable to fulfill the duties of a Board Director, including consistent and regular attendance at Board Meetings, the Director will resign the position and ask the community to appoint a new Director.
4. If a Director(s) is unable to attend a duly scheduled meeting, the Director(s) is required to notify the Executive Assistant a minimum of 48 hours prior to the scheduled meeting. This notification will ensure that quorum is met for the meeting to continue and to cancel the absent Director’s(s’) travel arrangements.

5. When a Director has indicated that travel to the meeting site is a barrier to the Director's participation, the Board of Directors has determined that infrequent teleconference participation is an acceptable option to on-site participation. No in-camera or confidential information can be discussed by teleconference.
6. In the event that a community's Board representation has been inactive (as defined in the Vacancy and Recruitment Policy) to the extent that it impacts the Board's ability to ascertain the community's perspective or negates the Director's committee responsibilities, the Executive Director will notify the Executive Committee of the absence. An appointed member of the Executive Committee will contact the Director to determine future participation.
7. If the Director is unable to actively commit to future participation, the Executive Director will, on behalf of the President, prepare a letter to the Chief and Council requesting a new appointment if the Director is a First Nation representative. The letter will be signed and forwarded by the Executive Assistant to the Chief and Council with the Terms of Reference attached.

POLICY REFERENCE

Department: Governance	POLICY #: 8020
Section: Meetings and Planning	
Subject: Board of Directors' Regular Meetings	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children's Aid Society Capacity Development Framework	

BOARD OF DIRECTORS' REGULAR MEETINGS

POLICY

As established through the Letters Patent and By-Laws of the Corporation, the Board has the power to manage the business and affairs of Mnaasged Child and Family Services. The Board will meet in accordance with Bylaw #1 to fulfill the following functions:

- 1. Determine, review, and ensure compliance with policies, procedures, and regulations.*
- 2. Monitor the financial and legal liability of the operations and resources.*
- 3. Ensure that the legal requirements under the Child, Family and Youth Services Act are followed until First Nations laws are in place.*

This Policy and its related Procedure expand the minimum requirements under Bylaw #1.

PROCEDURE

AGENDA PLANNING

1. The Executive Assistant will prepare an agenda from the previous meeting minutes and will forward this to the Executive Director. The Executive Director will review and add further agenda items, if required.
2. The agenda will be forwarded to the Board of Directors seven (7) days prior to the meeting to request any additional agenda items.

3. The Executive Director and the President will review the agenda within seven (7) working days of the scheduled meeting.

SCHEDULING AND NOTICE

1. Board Meetings will be scheduled a bi-monthly minimum, and meeting dates for the year will be identified at the first regular Board Meeting following an Annual General Meeting.
2. The Board President may call a meeting at any time should events or information come forward that need the immediate attention of the full Board. The Executive Assistant will coordinate the meeting date, time, and location as directed by the President or the Executive Director.
3. The upcoming Board and committee dates are included in the Board's agenda and are confirmed at the Board Meeting. The dates may be rescheduled due to scheduling conflicts or other such issues.
4. The Executive Assistant will send out reminder notices two (2) weeks prior to a scheduled Board Meeting. The President and the Executive Director will be notified immediately should any Director provide regrets resulting in the inability to achieve quorum. The Executive Assistant will work with the Directors to select an alternate date to achieve maximum attendance by the members.
5. The Executive Assistant will post a notice of the upcoming Board of Directors' Meeting on the website.

MEETING ROOM AND EQUIPMENT

1. The Executive Assistant is responsible to arrange all logistics for Board functions, which includes, but is not limited to, the following:
 - a) Arrange for the meeting room and audiovisual equipment, if required
 - b) Book accommodations, if required
 - c) Book caterers
 - d) Complete Directors' travel claims
 - e) Inform Directors of all meeting logistics

MEETING PACKAGE

1. The Executive Director is responsible to ensure that all information related to the agenda items is provided to the Executive Assistant a minimum of seven (7) working days prior to the scheduled Board Meeting.
2. The Executive Director will make every effort to meet with the President to review the final agenda and information a minimum of seven (7) days prior to the scheduled Board Meeting.
3. The Executive Assistant will prepare the Board Meeting packages and will ensure that they are distributed a minimum of five (5) working days prior to the scheduled meeting.

CANCELLATION

1. The Executive Director may cancel a regularly scheduled Board Meeting, in consultation with the President or Vice-President, due to the following circumstances:
 - a) Inclement weather
 - b) Emergency
 - c) Lack of quorum
 - d) Insufficient agenda items to warrant a Board Meeting
 - e) Conflicting dates
2. The Executive Assistant will be responsible for notifying all Directors and for rescheduling the meeting to achieve maximum Board attendance.
3. Directors are required to immediately notify the Executive Assistant if they are unable to attend a regularly scheduled meeting for the purposes of monitoring quorum and travel cancellation. Failure to notify the Executive Assistant will result in a Director being billed for accommodation costs incurred by Mnaasged. Extenuating circumstances resulting in the Director's failure to provide notice will be considered by the Executive Director.

MINUTES

1. The Executive Assistant will utilize a format that is consistent for all Board Meetings.
2. The Executive Assistant is responsible for recording all minutes, except those discussions and decisions that are held in-camera unless requested to do so.
3. The Executive Assistant will provide the Executive Director with the minutes for review and corrections within 10 days following the Board Meeting.

4. The draft minutes will be included in the Board information package and will be included as an Agenda item for review and approval.
5. The Board of Directors may request corrections to the minutes, approve the minutes with corrections, or defer the minutes to the next meeting with the appropriate corrections.
6. The revisions will be made, and the approved minutes will be signed by the President.
7. The Executive Assistant shall ensure that all documents reviewed and approved by the Board of Directors include Board-approval dates on the document.
8. The Executive Assistant will forward the approved signed minutes to the member communities' Chief and Councils and delegates for their information.
9. The Executive Assistant will also post the minutes on the secured Staff Page of Mnaasged's website.
10. The original signed minutes will be filed in Mnaasged's Corporate Minute Binder by the Executive Assistant.

POLICY REFERENCE

Department: Governance	POLICY #: 8030
Section: Meetings and Planning	
Subject: Committee Meetings	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society Capacity Development Framework	

COMMITTEE MEETINGS

POLICY

In accordance with section 12 of Bylaw #1, the Board of Directors of Mnaasged Child and Family Services will create the following Standing Committees that are responsible to the Board:

- *Executive Committee*
- *Finance Committee*
- *Human Resources Committee*
- *Services Committee*

In addition to the Standing Committees, the Board of Directors may, from time to time, establish an Ad Hoc Committee or Task Force to study issues of importance to the Board of Directors.

All Standing and Ad Hoc Committees will operate under a Board-approved Terms of Reference.

PROCEDURE

TERMS OF REFERENCE

1. All committees will develop a Terms of Reference in accordance with the template provided under **Section ***** of this Manual.
2. A developed Terms of Reference will be provided to the Board of Directors for their review, revision, and approval.

3. Each Committee will review the Terms of Reference bi-annually to ensure that the current practice reflects the Committee's mandate and goals.
4. Changes to mandate and goals require Board approval.

MEMBERSHIP

1. Standing Committees' members are appointed at the duly convened Board Meeting following an Annual General Meeting of the members.
2. When an Ad Hoc Committee is being considered, the Board of Directors will identify, through a Board motion, potential membership for inclusion in the Terms of Reference.
3. The Executive Director will provide new members with a Standing Committee orientation that will include the following:
 - a) Mnaasged history and information
 - b) Funding source, mandate, services, and relevant policies related to the Committee's work
 - c) Review of the current Terms of Reference
 - d) Achievements to date on the goals and objectives of the Committee

AGENDA PLANNING

1. The Executive Assistant will prepare an agenda from the previous Committee meeting minutes and will forward this to the appropriate Manager supporting the Committee. The Manager will review and add further agenda items, if required.
2. The agenda will be forwarded to the Committee Members five (5) days prior to the meeting to request any additional agenda items.

SCHEDULING AND NOTICE

1. Committee meetings will be scheduled as required, but no less than quarterly. The location of the next meeting will be determined at the end of each meeting or at the Board of Directors' meeting.
2. The Executive Assistant will send out reminder notices two (2) weeks prior to a scheduled Committee meeting. The Committee Chairperson will be notified immediately should members provide regrets that could result in the inability to achieve quorum. The Executive Assistant will work with the Committee Members and the Manager to select an alternate date to achieve maximum attendance by the Members.

COORDINATING LOGISTICS

1. The Executive Assistant is responsible for arranging all logistics for Committee activities, which includes, but is not limited to, the following:
 - a) Arrange the meeting room and audiovisual equipment, if required
 - b) Book accommodations, if required
 - c) Book caterers
 - d) Complete Directors' travel claims
 - e) Inform Directors of all meeting logistics
 - f) Meeting Package
2. The appropriate Senior Manager is responsible to ensure that all information related to the agenda items is provided to the Executive Assistant a minimum of seven (7) working days prior to the scheduled Committee meeting.
3. The Executive Assistant will prepare the Committee meeting packages and ensure they are distributed a minimum of five (5) working days prior to the scheduled meeting.

CANCELLATION

1. The appropriate Senior Manager or the Executive Director may cancel a regularly scheduled Committee meeting, in consultation with the Committee Chairperson, due to the following circumstances:
 - a) Inclement weather
 - b) Emergency
 - c) Lack of quorum
 - d) Insufficient agenda items to warrant a Committee meeting
 - e) Conflicting dates
2. The Executive Assistant will be responsible for notifying Committee Members and for rescheduling the meeting to achieve maximum committee attendance.
3. Committee Members are required to immediately notify the Executive Assistant if they are unable to attend a regularly scheduled meeting for the purposes of monitoring quorum and travel cancellation. Failure to notify the Executive Assistant will result in being billed for

accommodation costs incurred by Mnaasged. Extenuating circumstances resulting in the Committee Member's failure to provide notice will be considered by the Executive Director.

COMMITTEE MINUTES

1. Committee minutes are taken by the Executive Assistant.
2. The Executive Assistant will provide the appropriate Manager with the minutes for review and corrections within 10 days following the Committee meeting. The Manager will review and provide corrections to the minutes, if required.
3. The draft minutes will be circulated to the Committee Members for their review prior to a Board Meeting. Committee Members are required to review and provide any corrections to the Executive Assistant within five (5) days of receiving the minutes to allow for time to insert into the Board information package.
4. The minutes will be included in the Board information package and included as an agenda item to be received or adopted by the Board of Directors.
5. Committee minutes that have been processed by the Board of Directors will be filed by the Executive Assistant into the appropriate Committee Minute Binder.

POLICY REFERENCE

Department: Governance	POLICY #: 8040
Section: Meetings and Planning	
Subject: Motions and Rules of Order	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference:	

MOTIONS AND RULES OF ORDER

POLICY

Official meetings of the Mnaasged Child and Family Services Board of Directors or Committees will be conducted according to the identified rules of order. Formalized decision making will provide an opportunity for equal participation and consistent decision-making processes.

PROCEDURE

DECISION-MAKING PROCESS (BOARD TERMS OF REFERENCE)

1. The Board of Directors will strive for consensus in its group decisions. Consensus is defined as all members in full agreement with the direction or recommendation without reservation. In the absence of consensus, the President will ensure that full discussion with all members will occur to identify reasons for agreeing or opposing the decision. Clarity will be provided to ensure common understanding of the decision.
2. If consensus cannot be reached after a full discussion and clarity cannot be provided, a Director may request a voice vote or have it delayed to further consider the decision or to access more information. The Board may agree to delay or hold a vote.
3. A decision is made when it is supported by a majority of Directors present.
4. Decisions are binding on all Directors regardless if they were present when the decision was made. All decisions will be respected.

MOTIONS

1. Motions will be entertained when it is desirable to have a formal written record of a decision made by the Board of Directors. This does not preclude a decision being made without the introduction of a motion.
2. The following agenda items require formal motions:
 - a) Open a meeting
 - b) Accept an agenda
 - c) Minutes (receive or adopt)
 - d) Executive Director's Report
 - e) Move to in-camera or move out of in-camera
 - f) Adjournment
 - g) Other items as determined by the Board
3. When agenda items are discussed and all participants have provided input, a decision will be determined if a formal motion is required.
4. If a motion is required, the President or designate, with the assistance of the Executive Director, will provide the wording of the motion. This will be discussed with additional input provided by the Board. The final motion will be read out by the Executive Director. The President will then request a mover and a seconder. Once a mover and a seconder is announced, the President will ask if all are in favour or if there any oppositions or abstentions.
5. If there are no oppositions or abstentions, the President will announce that the motion is carried.
6. If there are oppositions or abstentions, the President will request additional information from the member(s) opposing or abstaining for other members to consider.
7. Once the additional information is provided, discussed, and considered the President will ask if the motion needs to be reworded. If the original motion remains, the President will note any opposition or abstention. If the motion is reworded, the President will call for a vote.

TABLING A MOTION

1. A Director can request that a decision be postponed or tabled to the next meeting of the Board only if the following occurs:
 - a) The information was only brought forth at the meeting
 - b) Insufficient information was provided
 - c) The decision may have significant impact on the communities
 - d) The Director requires time to consult with their First Nation before casting a vote
2. If a decision is time-sensitive, the Director(s) requesting the delay will provide feedback to the Executive Director within an agreed-upon time frame. The Board may delegate responsibility of the decision to the Executive Committee or call a Board Meeting via teleconference to receive and discuss the additional information or feedback before a decision is made.

RECONSIDERING AND RESCINDING MOTIONS

1. If the Board wishes to rescind a motion that has already passed and it is within the same meeting, a motion to reconsider may be brought forth. If passed, the original motion will be open for discussion and debate and a new vote will be held.
2. In the event the Board wishes to rescind a motion after the close of the meeting where it was passed, a motion to rescind it may be brought at a subsequent meeting. If notice of the motion is provided with the notice of the meeting, a simple majority may rescind the motion. If no notice of the motion to rescind was provided, two thirds of the Directors present at the meeting must vote in favour of the motion to rescind. If the motion to rescind passes, the original motion will be open for discussion and debate and a new vote will be held.
3. No motion may be reconsidered or rescinded if action has already been taken by Mnaasged in continuance of the motion. For example, if a contract was signed or a Director was appointed pursuant to a motion, it cannot be revisited.

RESOLUTION

1. From time to time the Board may engage political leadership to advance the needs of the Children, families, communities, or Mnaasged by way of resolution, but not limited to, the following areas of jurisdiction, rights, public policy or legislation, and funding. A resolution is expressed as a firm position on a particular issue. The resolution may be complex and may include recitals and operative statements supporting the position and required action.

2. The Board will request the Executive Director to prepare a resolution for the Board to review and discuss for recommendation to the political leadership or the London District Chiefs Council.
3. The President will present a motion to accept the resolution as per procedures.
4. The Executive Director is required to present the resolution in the Executive Director's Report to the London District Chiefs Council or in meetings with the First Nation leadership as per the Community Service Agreement.

QUORUM

1. A quorum for the Board of Directors meeting is four of the seven (4 of 7) Directors.
2. A quorum for committees is two (2) Committee Members.

ACCEPTING BOARD MINUTES

1. The President will ask if there are any corrections to the minutes. If there are, the corrections will be noted by the Executive Assistant. The President will then present a motion to accept the minutes as presented or with corrections.

ACCEPTING COMMITTEE MINUTES

1. The President will ask if there are any corrections to the minutes. If there are, the corrections will be noted by the Executive Assistant. The President will present a motion to accept the minutes as presented or with corrections.
2. If there is no opposition to any of the recommendations, a motion to approve the minutes or report will be requested. This motion to "approve" will commit the Board to act on the recommendations contained within.
3. If the Board is still not prepared to approve all recommendations contained within the Committee minutes after discussion, the President will present a motion to approve the minutes except for the recommendation(s) in question. This motion to "approve" will commit the Board to act on the recommendations contained within except for the recommendation(s) in question.
4. The minutes will reflect the Board's direction, decision, or motion regarding the outstanding recommendation.

POLICY REFERENCE

Department: Governance	POLICY #: 8050
Section: Meetings and Planning	
Subject: In-camera Meetings	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children's Aid Society Capacity Development Framework	

IN-CAMERA MEETINGS

POLICY

The Board of Directors and the Standing Committees of Mnaasged Child and Family Services carry out functions primarily through meetings. The Executive Director will be present for all Board and Committee meetings and will only be excused for in-camera proceedings when dealing with the Executive Director's performance and compensation. The Board of Directors will limit in-camera meetings by making every effort to plan them only when absolutely necessary.

Matters that will generally be dealt with at an in-camera session include, but are not limited to, the following:

- a) Assess, reward, or discipline individuals*
- b) Discuss and deal with other entities or persons information that may compromise the relationship of Mnaasged Child and Family Services or its relationship with its stakeholders*
- c) Labour relations or human resource issues*
- d) A decision on financial, personnel, contractual, or other matters that must be made in which premature disclosure would be prejudicial*
- e) Matters related to civil or criminal proceedings*
- f) Personal information related to a Client*

PROCEDURE

1. Prior to a Board Meeting, the Executive Assistant will prepare an in-camera agenda from the previous in-camera meeting minutes and will then forward it to the Executive Director.
2. The Executive Director will review the agenda and will add further agenda items if required.
3. The Executive Director will forward the in-camera agenda to the President seven (7) days prior to the Board Meeting.
4. Directors may forward in-camera agenda items to the President prior to the Board Meeting.
5. Both the President and the Executive Director will discuss the agenda items to assess whether an in-camera session is warranted.
6. In-camera matters are placed at the end of the regular meeting agenda.
7. The Executive Director is responsible for copying and securing the in-camera information.
8. At the Board Meeting, the President will determine and announce who will remain in the in-camera meeting and the rationale if requesting an individual to leave the meeting.
9. The Executive Director or the Board Secretary will distribute the in-camera information.
10. The Board of Directors must make a formal motion to move into in-camera.
11. The President must ensure that the Board of Directors only discuss the items on the in-camera agenda that have been identified and not start discussions on new issues.
12. The Executive Director or Board Secretary will only record the motions of the in-camera session; the discussion is not recorded.
13. Once all agenda items have been addressed, the Board of Directors must make a formal motion to move out of in-camera.
14. The Executive Director or Board Secretary will collect the information packages and return them to the Executive Assistant for shredding.
15. The motions passed during the in-camera will be forwarded to the Executive Assistant for minute preparation.
16. Approved in-camera minutes will be kept confidential and separate with one complete copy of all materials brought to the in-camera session.
17. The Executive Assistant and the Executive Director will maintain the In-camera Minutes Binder in a secure location.

IN-CAMERA RECORD

1. The Executive Assistant will provide the Board Secretary or designate with a template based on the in-camera agenda to record Board decisions.
2. In-camera motions will be recorded by the Secretary–Treasurer or designate.
3. A copy of the completed template will be provided to the Executive Assistant for formatting.
4. The draft In-camera Record will be provided to the Board of Directors at the next in-camera meeting for their review and approval.
5. The Board of Directors may request corrections to the minutes and will approve the minutes with corrections or will defer them to the next meeting with the appropriate corrections.
6. The revisions will be made, and the approved minutes will be signed by the President at the next Board Meeting.
7. The original signed minutes will be filed in the In-camera Mnaasged Corporate Record Binder kept in a secured location.
8. If a Director wishes to review the approved in-camera minutes, the Director must travel to the secure location. No copies or reproductions will be made.

POLICY REFERENCE

Department: Governance	POLICY #: 8060
Section: Meetings and Planning	
Subject: Annual General Meeting	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society Capacity Development Framework	

ANNUAL GENERAL MEETING

POLICY

Mnaasged Child and Family Services believes in the importance of being accountable, transparent, and responsible to its membership. Mnaasged Child and Family Services will utilize the Annual General Meeting as an opportunity to report to its membership and account for the decisions it made.

The Board of Directors shall call a General Assembly between September and November of each year. The General Assembly is the formal meeting of members of the Corporation, including all Directors of the Board. The Executive Committee is responsible to work with Staff to implement this Policy.

PROCEDURE

PREPARING FOR THE MEETING

1. The Annual General Meeting will normally occur in the month of October and held in a member community.
2. Approximately two months before the Annual General Meeting, the Executive Committee will meet to begin planning. The Committee will establish due dates and designate duties for elements of the Annual General Meeting including, but not limited to, a review of the prior year’s minutes, completion of the Annual Report, notices of the meeting, special recognitions and awards, approval process for the Auditor’s Report and Financial Statements, meeting logistics, content of information packages, and identity of the guest speaker.

NOTICES OF THE ANNUAL GENERAL MEETING

1. Once the date and location has been determined by the Executive Committee, the Executive Assistant will be responsible for sending out a notice to Staff and Management of the date of the Annual General Meeting.
2. The Executive Assistant will send a written notice to each member community no later than 30 days prior to the Assembly. In addition to member communities, the following will be invited to attend the Annual General Meeting as observers:
 - a) Alternative Care Parents
 - b) Agency partners
3. The Director of Finance and Administration will be responsible to send a notice to the Auditor inviting the individual to present the Auditor's Report and Financial Statements for the past fiscal year.

SETTING THE AGENDA

1. The Executive Assistant will prepare a draft agenda for the Executive Committee's review. The following guidelines will be used to help set the agenda:
 - Welcoming remarks
 - Review of the agenda
 - Identification and confirmation of the Directors
 - Guest speaker (if applicable)
 - Presentation of the Auditor's Report and Financial Statements
 - Presentation of the President's Review
 - Message from the Elders' Council
 - Presentation of the Executive Director's Report
 - Presentation of awards and accreditation
 - Appointment of the Auditor
 - Other business
 - Adjournment

APPROVAL OF THE FINANCIAL STATEMENTS

1. Once the financial statements for the past fiscal year are processed in accordance to Mnaasged's Financial Policies and Procedures, the Auditor's Report and Financial Statements will be incorporated into the Annual Report and will be approved by the Board of Directors prior to the Annual General Meeting.

PREPARING THE ANNUAL REPORT

1. The Executive Committee will select the theme for the Annual Report and will provide direction to Staff on the contents of the Annual Report. The Annual Report should be completed and approved by the Board of Directors two (2) weeks prior to the Annual General Meeting to allow sufficient time for revisions before it is finalized.
2. The standard content of the report will include the following:
 - a) Message from the President of the Board of Directors
 - b) Message from the Executive Director
 - c) Past year's goals and objectives
 - d) Program reports including Mnaasged statistics
 - e) Funding acknowledgement
 - f) Personnel listing
 - g) Auditor's Report and Financial Statements
3. The content of the Annual Report will be subject to additions as determined by the Executive Committee or the Board of Directors. The Committee will provide creative input to the Annual Report by completing the following:
 - a) Identify and advise on matters of content, length, and layout
 - b) Ensure that the Annual Report reflects the interests and needs of its audience
 - c) Proofread each submission to the Annual Report prior to its publication for accuracy in grammar, spelling, tense, and facts
 - d) Ensure that the Annual Report is completed at least two (2) weeks before the Annual General Meeting

4. During the first week of August, the Executive Assistant will forward a written notice to Senior Managers advising them of their report's content, format, size, and deadline for submission. The deadline date is normally the first week of September.
5. Senior Managers will send their reports to the Executive Assistant electronically. The Executive Assistant or designate will design and prepare the layout of the report. Once completed, the Executive Assistant will provide a copy of the submissions to a colleague to review for accuracy.
6. The Executive Committee will review the Annual Report and will provide final approval prior to the report being sent to the printers. Copies of the report will be printed under the signature of the Executive Director and the President of the Board of Directors.
7. A copy of the Annual Report will be sent to all funding sources.

LOGISTICS OF THE MEETING

1. The Executive Assistant will be responsible for arranging the following logistics of the meeting and for reporting progress of these arrangements to the Executive Committee:
 - Individual to open with a prayer and to ensure a community drum group is invited
 - Reserve a meeting room, design the set-up of the room, and request any special equipment that will be required
 - Refreshments – coffee, tea, and lunch
 - Arrange for a guest speaker
 - Purchase gifts or awards
 - Prepare Certificates of Recognition
 - Prepare a sign-in sheet to record the names of members who will attend as well as guests
 - Make required travel arrangements and submissions of travel claims

INFORMATION PACKAGES

1. The Executive Assistant will prepare information packages and will make available for distribution at the registration table. The information package will contain the agenda, other documents relevant to the agenda, and the Annual Report.

REGISTRATION AND VOTING

1. All Corporate Members will be required to register upon arrival at the meeting. Corporate Members are required to identify themselves at registration. The number of registered voters will be provided to the Board President prior to the start of the meeting.
2. Each Corporate Member is eligible to cast a vote on questions posed to the membership.
3. Voting on questions posed to the Corporate Members and the Directors will be done through a show of hands. The President or designate will tally the votes in favour through the show of hands, will determine if the vote is carried or lost based on the registered votes, and will convey the results.
4. Quorum for the purposes of the Annual General Meeting is 15 Corporate Members representing a minimum of four (4) First Nations. A quorum must be present for the meeting to occur.

THE MEETING

1. The meeting will be chaired by the Board of Directors' President or designate. The President and the Executive Director will speak to highlights of the Annual Report. Time will be allocated for questions and answers. If a guest speaker has been scheduled to speak, the guest speaker will give a presentation prior to the program presentations.

SPECIAL RECOGNITION

1. Special recognition for Alternative Care Parents and Volunteers will be provided as determined by the Executive Director and presented by the President of the Board of Directors. Employees who are entitled to a special recognition will be presented with an award or a gift as determined by the Executive Director.

AFTER THE ANNUAL GENERAL MEETING

1. The Annual Report will be filed in a binder of past years' Annual Reports.
2. The Executive Assistant is responsible for distributing the Annual Report to member First Nations.
3. The Director of Finance and Administration is responsible for the submission of the Annual Report to the funders.
4. The Systems Administrator is responsible for uploading the Annual Report onto Mnaasged's website.

POLICY REFERENCE

Department: Governance	POLICY #: 8070
Section: Meetings and Planning	
Subject: Strategic Planning	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children's Aid Society Capacity Development Framework	

STRATEGIC PLANNING

POLICY

Mnaasged Child and Family Services recognizes the importance of strategic planning to its future and to the broader needs of the communities served. The Strategic Plan will consider the broadest internal and external environments and Mnaasged Child and Family Services' strengths and challenges. Wherever possible, the strategic priorities will include the collective direction of the member Chiefs (or their designate). Accountability for the implementation and monitoring of the Strategic Plan will be in accordance with the Accountability Policy and Procedure. The Executive Director will assist and support the Board of Directors through the strategic planning process.

PROCEDURE

1. The Executive Director will ensure that the Board of Directors schedules a Strategic Planning Session at least every five (5) years. The Strategic Plan will be reviewed annually. In the fourth year and at each five-year interval, the Board of Directors will establish a new Strategic Plan.
2. The Executive Assistant will work with the Board of Directors and the Chiefs to schedule a strategic planning retreat.
3. The Board of Directors will also identify other participants to be invited to the session.
4. The Board of Directors will identify specific outcomes for the retreat and will formulate a draft agenda.
5. The Executive Assistant will be responsible to arrange the session's logistics.
6. The Executive Director, in consultation with the Board of Directors, is responsible for engaging a consultant to facilitate and to provide a draft report of the session.

7. The Board of Directors will request that a process of consultation is completed with the Communities, Staff, Volunteers, Clients served, and Corporate Members in accordance with Mnaasged's consultation practice. The purpose of the consultation is to assess the broader needs and challenges of the communities.
8. The Board of Directors will identify required demographic, service, and other data (i.e., population and case activity) to support the strategic planning exercise.
9. The results of this consultation and data gathering will be summarized and analyzed for review during the Strategic Planning Session.
10. Mnaasged's Vision, Mission, Relationship, and Commitment statements will be reviewed, reaffirmed, or revised to reflect the current needs of the member communities.
11. Management will provide an analysis of the achievements and challenges of the previous Strategic Plan for review during the Strategic Planning Session.
12. The facilitator will work with the session participants to develop the strategic priorities of Mnaasged based on the information gathered and presented.
13. The Board of Directors may establish goals and timelines for the strategic priorities.
14. The Executive Director will complete an operational plan within 60 days of the strategic planning session to identify specific tasks, anticipated outcomes, timelines, responsibilities, and resources required to achieve the strategic priorities.
15. The Executive Director will present the final plan to the Board of Directors for its review and approval.
16. The Strategic Plan will be communicated as follows:
 - a) At the next regular Staff meeting
 - b) At the next Annual General Meeting
 - c) With the London District Chiefs Council
 - d) Through circulation via newsletter to the member First Nation Chiefs and Council and all Delegates
17. The Executive Director will report on the progress of the Strategic Plan to the Board of Directors and to the membership at each Annual General Meeting.

POLICY REFERENCE

Department: Governance	POLICY #: 8080
Section: Meetings and Planning	
Subject: Request to Present	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal	

REQUEST TO PRESENT

POLICY

From time to time Mnaasged Child and Family Services may receive requests from individuals wanting to present to the Board of Directors or its members. All requests will be reviewed by the Board President and the Executive Director to determine the relevancy of the request.

PROCEDURE

1. When a request to present is received, the Executive Director or the Board President may request the individual to provide the request in writing, the necessary time requirements to present the information, and any other information that may assist in determining the relevancy of the request.
2. If the individual is requesting to present a service complaint, the individual will be redirected back to the Service Complaints Process.
3. If the request to present is approved, the Executive Assistant will notify the individual with the date, time, and location of the next upcoming meeting and will determine at that time if any other resources or equipment is required for the presentation.
4. The individual will be requested to provide all relevant meeting information within two (2) weeks of the meeting date. The information will be included in the meeting package to ensure that the Directors have sufficient time to review it prior to the meeting.
5. When a request to present is denied, the Executive Director will notify the individual with the decision and its rationale.

POLICY REFERENCE

SECTION 9: RISK MANAGEMENT

Department: Governance	POLICY #: 9010
Section: Risk Management	
Subject: Reporting	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society Capacity Development Framework	

REPORTING

POLICY

Mnaasged Child and Family Services recognizes the importance of maintaining accountability and transparency with different stakeholders including, but not limited to, Clients served, Staff, Volunteers, Alternative Care Families, member First Nations, funding authorities, and service partners.

Accountability processes will ensure that the Board of Directors is aware and responds to its responsibilities of complying with various regulations, providing direction showing effective stewardship of resources, acting in the best interest of the Clients and communities served, and monitoring and evaluating the quality of services provided.

PROCEDURE

CLIENTS

1. The Board will review the annual reports of service audits, service satisfaction questionnaires, Client evaluations, service complaints, and Serious Occurrences.
2. The Executive Director will ensure that trends or issues are reviewed to determine if the matters relate to internal or external service systems.
3. The Executive Director will present quarterly to the Board on trends or issues and solutions to be implemented to address either the internal or external requirements. Internal system improvements will be ensured through strengthening implementation and monitoring of the Policies and Procedures. External requirements may be addressed through various venues outlined by the Board.

COMMUNITY

1. Mnaasged will only forward approved regular meeting minutes containing non-identifying information of Board Meetings to each member First Nation.
2. Mnaasged will forward approved quarterly and annual community statistics to each respective community.
3. Directors may share with their respective Chief and Council, Child Welfare or Health and Social Service Committee Members or Health and Social Services Manager, the Executive Director's regular reports and quarterly reports to the London District Chiefs Council regarding strategic priorities.
4. Mnaasged will forward approved Annual Reports to each member community and Delegate following the General Assembly.
5. The Executive Director will attend Chief and Council meetings, as requested, to provide an update on Mnaasged initiatives.
6. Mnaasged will engage the communities in meaningful dialogue on current or future services.

LONDON DISTRICT CHIEFS COUNCIL (LDCC)

1. The Executive Director and a member of the Executive Committee will regularly attend and provide strategic priority updates at the quarterly London District Chiefs Council meetings.
2. The Board of Directors will invite the London District Chiefs Council to strategic planning sessions.
3. The Board of Directors will meet as necessary with the London District Chiefs Council to discuss matters that require political advocacy by the Chiefs.

FUNDING SOURCES

1. The Executive Director will ensure that reports to funding authorities are submitted in accordance with the funding agreements.
2. The Executive Director will report compliance activities to the agreements to the Board of Directors in the Executive Director's regular report.
3. Annual Reports inclusive of approved audits will be submitted to funding authorities by the Director of Finance and Administration.

SERVICE PARTNERS

1. Annual Reports will be distributed to service partners by the Director of Services.

POLICY REFERENCE

Department: Governance	POLICY #: 9020
Section: Risk Management	
Subject: Media	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal, Children’s Aid Society Capacity Development Framework	

MEDIA

POLICY

The Executive Director will be the principal spokesperson for communications between Mnaasged Child and Family Services and media representatives, except for routine or promotional program information, in which case the Director of Services or designate may respond.

PROCEDURE

1. Any Employee or Director receiving a query from the media will direct the telephone call, email, or visit from the media to the Executive Director, with the exception of queries for routine or promotional information specific to a program. In the case of routine or promotional information specific to a program, the appropriate Senior Manager may respond. For information purposes, the Senior Manager will notify the Executive Director of the query and of the response. If a Senior Manager is uncertain of the nature of the query, the Senior Manager will consult with the Executive Director.
2. All routine or promotional press releases must be submitted and approved by the Executive Director prior to release.
3. If the query is of a political or contentious nature, the Executive Director will contact the President, who will consider the nature of the query and make a decision whether to respond to the query and, if so, by what means.
4. If the President is unavailable, the Executive Director will contact the Vice-President.
5. In the absence of the Executive Director and the appropriate Senior Manager, the Employee will record the reporter’s name, telephone number, email, name of the media outlet, and details of the query and will attempt to reach the Executive Director or the Senior Manager.

6. Upon consultation with the President, the Executive Director will be responsible for initiating and coordinating interactions with the news media. Coordination may include arranging interviews, preparing news releases, or arranging a news conference.
7. If necessary, the Executive Director will consult with the appropriate Senior Manager to ensure accurate, concise, and timely delivery of any written or verbal communication.
8. All official statements and announcements prepared by the Executive Director will be approved by the Executive Committee prior to release.
9. If the information being released is of a routine and promotional nature, the appropriate Senior Manager may assume the role of initiating and coordinating interactions with the news media.

POLICY REFERENCE

Department: Governance	POLICY #: 9030
Section: Risk Management	
Subject: Board Liability and Insurance Review	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society Capacity Development Framework	

BOARD LIABILITY AND INSURANCE REVIEW

POLICY

The Board of Directors will make every effort to uphold public trust and mitigate potential liability through the following:

- 1. Use, maintain, protect, preserve, and increase the resources of Mnaasged Child and Family Services*
- 2. Ensure the continuation of programs and services of Mnaasged Child and Family Services for the long term*
- 3. Provide Governance and ensure proper Management of Mnaasged Child and Family Services*

Furthermore, the Board of Directors will ensure that appropriate liability insurance is purchased by Mnaasged Child and Family Services on behalf of its Board, Employees, and Volunteers.

PROCEDURE

1. The Executive Director will be responsible to ensure that appropriate insurance coverage is purchased.
2. The professional providing the advice on the insurance package or the Director of Finance and Administration may be requested to make a presentation to the Finance Committee or to the Board of Directors about what the coverage includes and the limits of the insurance.
3. The Executive Assistant will include a copy of the annual General Insurance Program to the Board of Directors for their review and information.

4. The Executive Assistant will also ensure that a current copy of the annual General Insurance Program is included in the Board Orientation Manual.
5. The Executive Director or the Director of Finance and Administration will provide a general overview of the Insurance Program to new Directors. A meeting with the Insurance Company representative will be scheduled if requested by the new Director.

POLICY REFERENCE

Department: Governance	POLICY #: 9040
Section: Risk Management	
Subject: Auditor	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society Capacity Development Framework	

AUDITOR

POLICY

In accordance with Bylaw #1, the members will appoint a licensed public accountant as the Auditor to hold office until the next Annual General Meeting. The Executive Director will ensure that Mnaasged Child and Family Services will search the market for competitive audit rates every three (3) years, or at any other time, as required within that time frame.

PROCEDURE

1. When a market search is required, the Director of Finance and Administration will prepare a Request for Proposals outlining the Mnaasged’s auditing requirements.
2. The market search will be completed a minimum of six (6) months prior to an Annual General Meeting.
3. The Request for Proposal will outline, but not limited to, the following information:
 - a) Accounting system
 - b) Funding sources and amounts
 - c) Fiscal year
 - d) Copy of the previous audit
 - e) Overview of Mnaasged, which will include Governance structures, programs, services, and qualifications of each financial personnel
 - f) Any other information to assist the auditing firm in the preparation of its proposal

- g) Evaluation criteria
 - h) Deadline date and contact information
4. The Director of Finance and Administration will present the Request for Proposals and potential list of auditing firms to the Finance Committee.
 5. Once reviewed by the Finance Committee, the Request for Proposals will be submitted to a minimum of three (3) firms in accordance with Mnaasged's Financial Policy on Contracts and Tendering.

AUDITOR

6. The Finance Committee will review and evaluate each incoming proposal with the assistance and input from the Director of Finance and Administration and the Executive Director.
7. The Finance Committee will recommend an auditor to the Board of Directors.
8. If a new auditor is selected, the Executive Director will be responsible for informing the previous auditor of the new auditor's appointment.
9. The Director of Finance and Administration will be responsible to ensure the transition of auditing firms.
10. Appointment of a new or continuing auditor will occur at the Annual General Meeting as outlined in the Annual General Meeting Policy.

POLICY REFERENCE

Department: Governance	POLICY #: 9050
Section: Risk Management	
Subject: Legal Counsel	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children’s Aid Society Capacity Development Framework	

LEGAL COUNSEL

POLICY

The Legal Counsel for Mnaasged Child and Family Services is retained for the purposes of mitigating risk to Mnaasged Child and Family Services through the provision of legal advice on matters where liability appears to be an issue, such as dismissal of an Employee with cause, injuries to Clients, allegations of human rights violations, and allegations of abuse by Employees. The Board of Directors will access Legal Counsel directly for any matters related to the Executive Director; otherwise, the Executive Director may access Legal Counsel on any matters where liability could arise.

PROCEDURE

SELECTION OF LEGAL COUNSEL

1. Mnaasged may, from time to time, need to secure new Legal Counsel. The Executive Director will contact other similar Agencies to gather a pool of lawyers perceived to have the relevant knowledge and expertise.
2. The Executive Director will gather information related to the following:
 - a) Relevant practice experience related to the needs of the Board
 - b) Fee structure
 - c) First Nation-specific experience
 - d) Availability

3. The Executive Director will present the information to the Board of Directors for its consideration. The Board may request a meeting with the lawyer or proceed with a letter of engagement.

ACCESSING LEGAL COUNSEL

1. When the Board of Directors requires legal advice on matters related to the Executive Director, the President or designate will directly access Legal Counsel on behalf of the Board.
2. Board Orientation Manuals will include all the contact information for Mnaasged's Legal Counsel.

LEGAL COUNSEL

1. The President will be responsible for ensuring that Legal Counsel has all the documents necessary to provide legal advice concerning matters regarding the Executive Director.
2. Information may be gathered by the Secretary–Treasurer and will be filed in the secured Board file cabinet.
3. The opinion received by the Legal Counsel will be reviewed at a duly convened in-camera meeting of the Board.
4. The Board may request Legal Counsel to be present to discuss the matter further.
5. To mitigate the effect on Mnaasged personnel regarding matters between the Board and the Executive Director, the President will request Legal Counsel to submit the invoice directly to the President for submission to the Finance Department.
6. The President will submit the invoice to the Director of Finance and Administration once the matter has been resolved.

POLICY REFERENCE

Department: Governance	POLICY #: 9060
Section: Risk Management	
Subject: Conflict Resolution	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal, Children's Aid Society Capacity Development Framework	

CONFLICT RESOLUTION

POLICY

From time to time, conflicts may occur within the Governance systems of Mnaasged Child and Family Services. These conflicts may exist among Directors or between the Board and the Executive Director. While conflict is often inevitable and sometimes necessary, not all conflict requires an intervention. The Board of Directors will utilize effective problem-solving methods and communication techniques that reflect the Seven Grandfather Teachings to resolve conflict. If the conflict is such that it impacts the credibility of services, impedes the ability of Management to perform the day-to-day operations of Mnaasged Child and Family Services, or increases its liability the Board may choose to access Conflict Resolution Processes.

PROCEDURE

1. Individual Directors have a responsibility to make reasonable efforts to resolve the conflicts among themselves before seeking the intervention of the Board.
2. If attempts to resolve the conflict have been unsuccessful, any Director may request a conflict resolution intervention.
3. The request must be in writing to the President or designate and must outline the nature of the conflict and the efforts that have been initiated to resolve the conflict.
4. Interventions may include any of the following:
 - a) Traditional Talking Circle
 - b) Mediation
 - c) Other

5. If a Traditional Ceremony is required, the Executive Director or the President may request the assistance of the Indigenous Knowledge Coordinator to access a Traditional facilitator.
6. If mediation or other services are required, the Executive Director or the President will locate the service and will request additional information, such as process and costs. This information will be provided to the Executive Committee for its consideration.

CONFLICT RESOLUTION

7. If the conflict is with the Executive Director, the Executive Committee will review the nature of the conflict and will determine the most suitable method of intervention.
8. If the conflict is not with the Executive Director, the Executive Director will be responsible for assisting the Executive Committee with the above procedures.
9. If Board action is required, the Executive Director or the President will bring the matter to the Board.

POLICY REFERENCE

Department: Governance	POLICY #: 9070
Section: Risk Management	
Subject: Service Ban	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal	

SERVICE BAN

POLICY

From time to time, member communities may perceive that Mnaasged Child and Family Services is not abiding by its Vision, Mission, Relationship Statements, Commitment Statements, and Policies and Procedures. If a member community bans Mnaasged Child and Family Services from delivering services within their community, immediate measures will be implemented to ensure the safety and protection of the Children. Financial resources will not be transferred to the First Nation; however, Mnaasged Child and Family Services may consider a jurisdiction-sharing agreement with an alternate Indigenous Child Welfare Agency while the issues are being resolved.

PROCEDURE

1. If the Executive Director is aware of situations arising within a member First Nation or community that may lead to a service ban, the Executive Director will immediately notify the Executive Committee or the Board of Directors and the Ministry of Children, Community and Social Services.
2. The Executive Director and the Director of Services will immediately request to meet with the First Nation Chief and Council and other Corporate Members as determined by the community.
3. Efforts to address the concerns may include, and will not be limited to, mediation through meetings with the following:
 - a) First Nation Chief and Council
 - b) Community Delegates
 - c) Traditional Talking Circles

- d) Legal Counsel
- 4. Mnaasged will immediately institute an Internal Review of the matter giving rise to the ban.
- 5. If the community chooses to ban Mnaasged from service provision, Mnaasged will begin the following actions:
 - a) Immediately contact local Police Services to implement Emergency Child Protection Services until Alternative Child Welfare Services are in place
 - b) Contact local services to discuss the status of community cases and to develop plans for service provision
 - c) Contract with an Alternative Child Welfare Agency and implement the transfer of services through a jurisdiction-sharing agreement
 - d) Continue with resolution efforts

POLICY REFERENCE

Department: Governance	POLICY #: 9080
Section: Risk Management	
Subject: Board Evaluations	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal, Children’s Aid Society Capacity Development Framework	

BOARD EVALUATIONS

POLICY

The Board of Directors recognizes the importance of evaluating its performance annually as a means of good Governance. The Board of Directors will complete a self-evaluation by the end of each fiscal year.

PROCEDURE

BOARD EVALUATION RESPONSIBILITIES

1. The Board will monitor the effectiveness of its meetings through meeting evaluations. These Evaluation Forms will be placed in the Board information packages annually. The Executive Assistant will be responsible for ensuring that the Forms are contained within the package.
2. The Executive Assistant will gather the evaluations after the meeting.
3. The President, the Executive Director, and the Executive Assistant will review the results and will make necessary changes to meeting format or practice to improve results.
4. The Board will develop an annual plan to address the feedback from the evaluations.
5. The Annual Evaluation will also include the meeting evaluation.

ANNUAL EVALUATION

1. The Executive Assistant will track the dates for the annual Board evaluation and will ensure that upcoming evaluation dates are raised with the Executive Director.
2. The Executive Director will include Board evaluations on the agenda for the corresponding meeting date.
3. The Executive Assistant will include a blank self-evaluation survey in each Director's package.

BOARD EVALUATIONS

1. The President will request each member to complete the evaluation prior to leaving the meeting.
2. The Executive Assistant will gather all evaluations and will tabulate the results.
3. The results of the evaluation will be reviewed by the Executive Committee at its next meeting, and a corrective plan, if necessary, will be drafted for the Board's review and approval.
4. The results and plan will be included on the next Board of Directors' meeting agenda.
5. The evaluation tool will be reviewed by the Executive Committee every three (3) years to ensure evaluation effectiveness.

POLICY REFERENCE

Department: Governance	POLICY #: 9090
Section: Risk Management	
Subject: Board Training	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Mnaasged Child and Family Services Internal, Children’s Aid Society Capacity Development Framework	

BOARD TRAINING

POLICY

The Board will ensure that it receives appropriate training necessary to fulfill its fiduciary obligations to Mnaasged Child and Family Services when matters arise resulting from conflict, self-evaluation, new legislation, new services, or new Directors.

PROCEDURE

1. Training requirements will be identified by the Executive Committee through the Board evaluation process, by any member of the Board through the course of its regular Governance duties, or by the Executive Director as determined by new Legislation or service requirements.
2. The Executive Committee will work with the Executive Director to further define the training requirements and to develop the training plan.
3. The Executive Director, with the assistance of the Executive Assistant, will implement the plan, subject to the availability of resources to host the training.

POLICY REFERENCE

SECTION 10: INFORMATION MANAGEMENT

Department: Board of Directors	POLICY #: 1010
Section: Information Management	
Subject: Website	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference:	

WEBSITE

POLICY

The website for Mnaasged Child and Family Services has secured pages that can only be accessed by members of the Board and Staff. The purpose of the secured pages is to post Mnaasged Child and Family Services’ plans, Board Meeting minutes, policies, and other documents for easy reference.

PROCEDURE

1. The Executive Assistant will collect all relevant contact information from newly appointed Directors, including their current email addresses.
2. The Executive Assistant will forward the email address to the Information Technology personnel maintaining the website. The Information Technology personnel will add the Director to the list of personnel who can access the secured site.
3. The Information Technology personnel will forward passwords to the Executive Assistant who will inform the respective Director.
4. Directors have a responsibility to keep the password confidential.
5. The Executive Director or designate will provide an orientation to the website for the new Director.
6. If a Director should vacate the position of Director, the Executive Assistant will immediately notify the Human personnel to remove the departing Director’s access to the secured site.

POLICY REFERENCE

Department: Board of Directors	POLICY #: 1020
Section: Information Management	
Subject: Sharing and Disclosure of Information	
Date Approved:	Date Revised:
Board Resolution #:	
Source Reference: Children's Aid Society Capacity Development Framework	

SHARING AND DISCLOSURE OF INFORMATION

POLICY

The Board of Directors believes in openness and transparency in decision making. Therefore, non-identifying information contained within the regular Board of Directors meeting packages, excluding in-camera information, are classified as public documents and may be shared with member communities as required or requested.

Member Communities and Corporate Members may inspect and make copies of the following at their own expense:

- a) Letters Patent, Bylaws*
- b) Special Resolutions*
- c) Names of all Delegates and Non-Affiliated First Nation Members and Directors*
- d) Approved Minutes*
- e) Consolidated Financial Statements*
- f) Regular Board Meeting Packages inclusive of approved minutes, except for all in-camera minutes and information*

PROCEDURE

1. When the Executive Director receives a request for information from a member community or delegate, the Executive Director will confirm that the information is included in the above-mentioned list as defined within this Policy.
2. The Executive Director will notify the Board Chair or the Executive Committee of the request.

3. The Executive Director will request confirmation that the individual requesting the information is from one of the member First Nation communities or is a delegate. Once confirmation has been received, the Executive Director will ensure that arrangements are made for the individual to come on site to inspect or copy the requested information.
4. The Executive Director will meet with the individual and review the information. Copied information will be billed to the individual at the approved Mnaasged rate for photocopies.

POLICY REFERENCE
