

**Canadian Iraqi Medical Society
(CIMS)**

**The Board of Directors
GOVERNANCE POLICIES**

Adopted unanimously by the Board of Directors
On December 8, 2013 in Mississauga, Ontario.

GOVERNANCE POLICIES

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Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	1.01
Policy	Executive Limitations	Issued:	
Policy	Global Executive Constraint	Effective:	
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	a) Executive Director Report b) Executive Director Performance Appraisal	Last Updated:	

The executive director shall not cause or allow in the organization any practice, activity, decision or circumstance, which is:

- ✓ Imprudent
- ✓ Unethical
- ✓ Unlawful
- ✓ In violation of commonly accepted business and professional ethics
- ✓ In violation of any of the Executive Limitations policies
- ✓ In violation of organizational values as set out in the Mission Statement and statement of Philosophy

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	1.02
Policy	Executive Limitations	Issued:	12/08/2013
Policy	Treatment Of Clients/Participants	Effective:	12/08/2013
Monitoring Frequency:	Annually / Alternating	Last Reviewed:	
Monitoring Methods:	a) Executive Director Report b) Direct Inspection	Last Updated:	

With respect to interactions with clients/participants, the Executive Director shall not cause or allow conditions, procedures, or decisions which are unsafe, disrespectful, unduly undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality and privacy.

Accordingly, the Executive Director may not:

- I) Allow clients to be treated in any way that is judgmental, not warm or not caring.
- II) Fail to take into account the clients' physical, social, emotional and financial needs.
- III) Allow programs which are not:
 - ✓ client-centered
 - ✓ sensitive to the social and cultural composition of the immigrant and refugee communities
 - ✓ reflective of the Ends policies of the organization
- IV) Use application forms or procedures that elicit information for which there is no clear necessity.
- V) Use methods of collecting, reviewing, or storing client information that fails to protect against improper access to or use of the information elicited.
- VI) Maintain facilities that fail to provide a reasonable level of privacy, both auditory and visual.
- VII) Fail to establish, where possible, with clients a clear understanding of what may be expected and what may not be expected from the service offered.
- VIII) Fail to inform clients of this policy or to provide a grievance process to those who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	1.03
Policy	Executive Limitations	Issued:	12/08/2013
Policy	Treatment Of Staff	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	<p># 1,3,4,5 Executive Director Report For #4 Executive Director shall provide the Board of Directors with number of grievances and their status</p> <p># 2 Direct Inspection The Board of Directors shall assign a board member to review the organization's personnel policy and to report back to the</p>	Last Updated:	

With respect to the treatment of paid and volunteer staff, the Executive Director may not cause or allow conditions, which are unsafe, disrespectful, unnecessarily intrusive, unfair, inhumane or undignified.

Accordingly, the Executive Director shall not:

- I) Fail to provide a work environment that ensures broad participation and open communication.
- II) Discriminate against any staff member for expressing an ethical dissent. The organization personnel policies and procedures clearly define how staff member shall deal with any kind of discrimination. The Personnel Policies also clearly explain how complaints against the Executive Director should be directed to the Board of Directors.
- III) Discriminate against any staff member for expressing an ethical dissent.
- IV) Prevent staff from complaining to the board when:
 - a) Internal grievance procedures have been exhausted and
 - b) The employee alleges either:
 - (i) That board policy has been violated to his or her detriment
or
 - (ii) That board policy does not adequately protect his or her human rights.
- V) Fail to acquaint staff with their rights under this policy.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	1.04
Policy	Executive Limitations	Issued:	12/08/2013
Policy	Compensation and Benefits	Effective:	12/08/2013
Monitoring Frequency:	#1 & 3 Annually #2 Every two years	Last Reviewed:	
Monitoring Methods:	#1 External Report, Auditors #2 & #3 Executive Director's Report	Last Updated:	

With respect to compensation and benefits to employees, consultants, contract workers and volunteers, the Executive Director shall not cause or allow fiscal integrity or public image of the organization to be jeopardized.

Accordingly, the Executive Director shall not:

- I) Change the Executive Director's own compensation and benefits.
- II) Establish current compensation and benefits which :
 - a) Deviate materially from the norm for the professional market for the skills employed in the art sector in comparable communities.
 - b) Create obligations over a longer term than revenue can be safely projected.
 - c) Are discriminatory.
- III) Fail to provide, in lieu of compensation and benefit, appropriate forms of recognition of volunteers

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	1.05
Policy	Executive Limitations	Issued:	12/08/2013
Policy	Financial Condition & Activities	Effective:	12/08/2013
Monitoring Frequency:	a) Quarterly b & c) Annually	Last Reviewed:	
Monitoring Methods:	a) Financial Statement: The statement shall include: 1) Salary/Benefit (compensation) 2) Actual to the Budget 3) Other Expenditures 4) Detail/revenue by major Programs/services b) Executive Director's report c) External Report / The Auditor's Report	Last Updated:	

With respect to the actual, ongoing condition of the organization's financial health, the Executive Director shall not cause or allow the development of fiscal jeopardy nor a material deviation of actual expenditures from board priorities established in Aims/Ends policies.

Accordingly, the Executive Director shall not:

- I) Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.
 - a) Cannot indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 90 days.
 - b) Cannot indebt the organization beyond the line of credit approved by the organization's Board of Directors.
 - c) Increase or decrease the line of credit without the prior approval of the organization's Board of Directors.
- II) Conduct inter-fund shifting in amounts greater than can be restored by otherwise unencumbered revenue within 90 days.
- III) Allow cash, including available line of credit, to drop below the amount needed to settle payroll and debts in a timely manner.
- IV) Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
- V) Fail to actively pursue payments receivable after a 90 days grace period.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	1.06
Policy	Executive Limitations	Issued:	12/08/2013
Policy	Financial Planning and Budgeting	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	a) Executive Director's Report b) Organization services plan and budgeting	Last Updated:	

Budgeting and financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from board Aims/Ends priorities, risk fiscal jeopardy, nor fail to show a generally acceptable level of foresight.

Accordingly, the Executive Director shall not cause or allow budgeting or financial planning which:

- I) Contains too little information to enable
 - ✓ Accurate projection of revenues and expenses, separate identification of capital and operational items; and cash flow analyses.
 - ✓ Disclosure of planning assumptions including environmental scan.
- II) Fail to plan for balanced budgeting.
- III) Fail to make provision for the preparation of an annual budget which includes a service plan to the Board of Directors for information.
- IV) Provides less than \$10,000.00 per annum for board prerogatives, such as costs of fiscal audit, board development, board and committee meetings, board legal fees, and liability insurance.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	1.07
Policy	Executive Limitations	Issued:	12/08/2013
Policy	Asset Protection	Effective:	12/08/2013
Monitoring Frequency:	a) Annually b) Quarterly	Last Reviewed:	
Monitoring Methods:	a) Executive Director's Report b) Financial Statement	Last Updated:	

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

Accordingly, the Executive Director shall not:

- I) Fail to insure against theft, fire and casualty losses to at least 80 percent of the replacement value (or a prudent replacement value) and against liability losses to board members, staff and the organization itself in an amount greater than the average for comparable organizations.
- II) Unnecessarily expose the organization, its board or staff to claims of liability outside normal operating procedures.
- III) Subject equipment and chattels to improper wear and tear or insufficient maintenance.
- IV) Receive process or disburse funds under his or her control, which are insufficient to meet the board-appointed auditor's standards or the guidelines established by Revenue Canada.
- V) Make any purchase or commit the organization to any unbudgeted expenditure greater than \$5,000.
- VI) Make any purchase:
 - a) Wherein normally prudent protection has not been given against conflict of interest;
 - b) Of over \$ 1,500 without having obtained comparative prices and quality;
 - c) Of over \$ 10,000 without a stringent method of assuring quality of long-term performance.
- VII) Make any investments which fail to meet the following criterion:

- ✓ All monies shall be invested in Chartered Banks or other Financial Institutions or Certificates of Deposit having a maturity of less than 180 days.

VIII) Acquire, encumber or dispose of real property.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	1.08
Policy	Executive Limitations	Issued:	12/08/2013
Policy	Communication and Support to the	Effective:	12/08/2013
Monitoring Frequency:	Every Board Meeting / Annually	Last Reviewed:	
Monitoring Methods:	Direct Inspection: Review of the Board Manual/ Binder. The board shall assign a board member to review the manual/binder and report back.	Last Updated:	

With respect to providing information and counsel to the Board, The Executive Director shall not permit the Board to be uninformed or unsupported in its work.

Accordingly, the Executive Director shall not:

- I) Neglect to submit monitoring data required by the board (see policy on Monitoring Executive Performance) in a timely, accurate and intelligible fashion using appropriate tools and directly addressing provisions of the board policies being monitored.
- II) Leave the board unaware of relevant trends, anticipated adverse media coverage, significant external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established.
- III) Fail to advise the board if, in the Executive Director's opinion, the board is not in compliance with its own policies on Governance Process and Board-Staff Relationship, particularly in the case of board behavior which is detrimental to the work relationship between the board and Executive Director.
- IV) Fail to provide a mechanism for official board, officer or committee communications.
- V) Fail to deal with the board as a whole except when:
 - a) Fulfilling proper individual requests for information
 - b) Responding to officers or committees duly charged by the board.
- VI) Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.

- VII) Present information in a form that fails to be clearly identified as either information for Decision-Making, Incidental Information only, or Monitoring Information.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	1.09
Policy	Executive Limitations	Issued:	12/08/2013
Policy	Emergency Executive Director	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Executive Director Report	Last Updated:	

In order to protect the board from the sudden loss of the Executive Director's services, the Executive Director shall have no fewer than one other staff person familiar with board and Executive Director issues and procedures.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	1.10
Policy	Executive Limitations	Issued:	12/08/2013
Policy Title:	Anti-Discrimination, Anti-Racism, Anti-Harassment	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Executive Director Report & Direct Inspection	Last Updated:	

The Executive Director, in all matters of CIMS, shall not tolerate discrimination based on race, gender, class, religion, culture, nationality, ability, sexual orientation, age, language and/or power inequity.

Accordingly, the Executive Director shall not fail to ensure that:

- I) Staff, board members, volunteers, clients, participants and members are aware of this policy.
- II) This policy is strictly enforced.
- III) Anti-discrimination, anti-racism and anti-harassment education and training will be conducted throughout the organization on an on going basis.
- IV) Volunteers, staff, clients and participants will reflect the diversity of the communities served.
- V) Programs and services will operate in a non-oppressive manner which respects the realities and experiences of all people.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	2.01
Policy Type:	Governance Process	Issued:	12/08/2013
Policy Title:	Governance Commitment	Effective:	12/08/2013
Monitoring Frequency:	a) Board Annual Retreat b) Bi-annually	Last Reviewed:	
Monitoring Methods:	a) Board Self Evaluation b) External Report	Last Updated:	

The Board will govern CIMS and Integration Services Organization with a strategic perspective in accordance with the Mission Statement and Statement of Philosophy, and will be accountable to the community, consumers, funders, and other groups committed to the philosophy of equal participation among all members in community affairs.

The Board of Directors Governance policy seeks to:

- I) Achieve appropriate results for the appropriate persons at an appropriate cost (the Aims, policies); and
- II) Avoid unacceptable actions and situations (the Executive Limitation Policies).

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	2.02
Policy Type:	Governance Process	Issued:	12/08/2013
Policy Title:	Governing Style	Effective:	12/08/2013
Monitoring Frequency:	Every Board meeting	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	

The Board will focus on outward vision rather than internal preoccupation, encouragement of diversity of viewpoints, yet assimilating the variety into one voice, collective rather than individual decisions, present and future rather than past, strategic leadership more than administrative detail, clear distinction of Board and Executive Director roles. The Board will be proactive and responsive to community needs. More specifically, the Board will:

- I) Operate in all ways mindful of its trusteeship obligation to those who morally own the organization, and with attention to the organization's values as reflected in the organization's Vision Statement. It will allow no officer, individual or committee of the Board to hinder, or be an excuse for not fulfilling this commitment.
- II) Enforce upon it whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, policy making principles, respect of roles, and speaking with one voice, and ensuring the continuity of governance capability. Continual redevelopment will include orientation of new members about the Board's governance process and periodic Board discussion or process improvement.
- III) Direct, control, and inspire the organization through the careful establishment of the broadest organizational policies reflecting the Board's values and perspectives. The Board's major focus will be on the intended long-term impacts outside the operating organization (aims), not on the administrative or programmatic procedures used to attain those effects (means).
- IV) Cultivate a sense of group responsibility. The Board will be responsible for excellence in governing. The Board will be an initiator of policy. The Board will use the expertise of individual members, staff, and members of the community, to enhance its ability as a body, rather than to substitute their individual judgments for the Board's values.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	2.03
Policy Type:	Governance Process	Issued:	12/08/2013
Policy Title:	Board Job Description	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	

The role of the Board is to represent "moral ownership" (immigrants and refugees, public, membership) in determining and demanding appropriate organizational performance in addition to supervising the Management of the CIMS. The Board is responsible for developing written governing policies, which, at the broadest level, address aims, executive limitations, governance process and Board-Executive Director relationship. In particular, the Board will concentrate its efforts on the following "products" or outputs:

- I) The link between the organization and ownership (immigrants, refugees and general public in the city of Hamilton).
- II) Clarity of values and vision in written governing policies which, at the broadest level, address:
 - a) Aims: Organizational impacts, benefits, outcomes, recipients, and their relative worth (what is good for which people and needs, and at what cost)
 - b) Executive Limitation: Constraints on executive authority which establish the prudence and ethical boundaries within which all executive activity and decisions must take place.
 - c) Governance process: Description of how the board conceives, carries out, and monitors its own task.
 - d) Board-Executive Director Relationship: Delegation of her/his power and its proper use monitored; the Executive Director's role, authority and accountability.
- III) The assurance of organizational performance
- IV) Influence legislation and policies related to, and impacting on immigrants and refugees.
- V) Hiring the Executive Director.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	2.04
Policy Type:	Governance Process	Issued:	12/08/2013
Policy Title:	Board Members' Code Of Conduct	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	

The board expects of itself and its members that they engage in ethical, businesslike and lawful conduct. This commitment includes the proper use of authority and appropriate decorum with respect to in-group and individual behaviour when acting as board members. Accordingly:

Board members must represent an undivided loyalty to the interests of the ownership. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staff. It also supersedes the personal interest of any board member acting as a consumer of the organization's services.

- I) Board members must avoid conflicts of interest with respect to their fiduciary responsibility.
 - a) There must be no self-dealing or any conduct of private business or personal services between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to insider information.
 - b) When the board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.
 - c) Board members must not use their positions to obtain employment in the organization for themselves, family members, or close associates, but each person should apply and be considered on their own merits.
 - d) Should a board member be considered for employment, she or he must immediately resign from the Board.

- II) Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.

- Board members' interaction with the executive director or with staff must recognize the lack of authority in any individual board member or group of board members except as noted above.
- Board members' interaction with the public press or other entities must recognize the same limitation and the inability of any board member to speak for the board.
- Board members will make no judgments of the Executive Director or staff performance except as that performance is assessed against explicit board policies by the official process

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	2.05
Policy Type:	Governance Process	Issued:	12/08/2013
Policy Title:	Chair's Role	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	

The role of the Chair is, primarily, to ensure the integrity of the Board's process and, secondarily, occasional representation of the Board to outside parties. The Chair is the only board member authorized to speak for the Board (beyond simply reporting Board decisions), other than in specifically authorized instances.

- I) The work of the Chair is to ensure the board's behavior is consistent with its own rules and those legitimately imposed upon it from outside the organization.
 - a) Meeting discussion content will only be those issues which, according to board policy, clearly belong to the board to decide, not the Executive Director.
 - b) Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and relevant.

- II) The authority of the Chair consists of making decisions that fall within the topics covered by board policies on Governance process and Board-Executive Director Relationship, except where the board specifically delegates a portion of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.
 - a) The Chair is empowered to chair board meetings with all the commonly accepted powers of that position (e.g. ruling, recognizing).
 - b) The Chair has no authority to make decisions about policies created by the board within Aims/Ends and Executive Limitation policy areas. Therefore, the Chair has no authority to supervise or direct the Executive Director.
 - c) The Chair may represent the board to outside parties in announcing board-stated positions and in stating the Chair's decision and interpretations within the area delegated to her or him.

- III) Sign all instruments which require her/his signature, perform all duties incident to her/his office.

- IV) Have such other powers and perform such other duties as may from time to time be assigned to her/him by the Board of Directors.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	2.06
Policy Type:	Governance Process	Issued:	12/08/2013
Policy Title:	Vice - Chair's Role	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	

- I) The Vice-Chair shall be vested with all necessary powers and shall perform all the duties of the Chair in the absence or disability or refusal to act of the latter.
- II) The Vice Chair could have such other powers and perform such other duties as may from time to time be assigned to her/him by the Board of Directors.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	2.07
Policy Type:	Governance Process	Issued:	12/08/2013
Policy Title:	Treasurer's Role	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	

The Treasurer should have some financial experience, preferably related to the operation of a non-profit organization. The role and responsibilities of the Treasurer require that s/he:

1. Act as liaison between the Board of Directors and Auditors.
2. Negotiate terms of auditing with auditors and facilitate presentation of the auditors report to the Board.
3. Present a financial report based on the audit for the annual general meeting.
4. The Treasurer could have such other powers and perform such other duties as may from time to time be assigned to her/him by the Board of Directors.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	2.08
Policy Type:	Governance Process	Issued:	12/08/2013
Policy Title:	Secretary's Role	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	

- I) The Secretary acts as secretary of all meetings of the Board and ensures that the organization's board Minutes are appropriately recorded, approved and the Minutes Book is maintained.
- II) The secretary ensures that an up-to-date list of Board members with their addresses, telephone numbers, the dates of their term of office, and record of attendance at Board meetings is maintained.
- III) The Secretary could have such other powers and perform such other duties as may from time to time be assigned to her/him by the Board of Directors.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	2.09
Policy Type:	Governance Process	Issued:	12/08/2013
Policy Title:	Board Committee Principles	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	

Board committees, when used, will be assigned so as to minimally interfere with the wholeness of the board's job and so as never to interfere with delegation from board to Executive Director. Committees will be used sparingly, only when other methods have been deemed inadequate.

Accordingly,

- I) Board committees are to help the board do its job, not to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation.
- II) Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Executive Director.
- III) Board committees cannot exercise authority over staff. Because the Executive Director works for the full board, he or she will not be required to obtain approval of a board committee before an executive action. In keeping with the board's broader focus, board committees will normally not have direct dealings with current staff operations.
- IV) Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee which has helped the board create policy on some topic will not be used to monitor organizational performance on that same subject. The board retains responsibility and authority to monitor organizational performance.
- V) This policy applies only to committees, which are formed by board action, whether or not the committees include non-board members. It does not apply to committees formed under the authority of the Executive director.

- VI) Committees will be used sparingly, and ordinarily in an ad hoc capacity; the findings will normally be presented to the Board in the form of options.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	2.10
Policy Type:	Governance Process	Issued:	12/08/2013
Policy Title:	Committee Structure	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	

A committee is a board committee only if its existence and charge come from the board, regardless whether board members sit on the committee. The board may appoint ad-hoc committees as needed. Unless otherwise stated, a committee ceases to exist as soon as its task is completed. Normally, the board committee shall include board members, staff and community members. A committee should investigate the issue and bring options to the board. Timely reporting to the Board shall be by submission of a written report, following each meeting, with appropriate verbal comment by the Committee chair.

l) Board Development and Recruitment Committee:

Products:

- a) Properly screened potential board members.

and

- b) Well-designed board development opportunities (e.g. events, training sessions, retreats), which meet board-identified governance needs.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	2.11
Policy Type:	Governance Process	Issued:	12/08/2013
Policy Title:	Annual Board Planning	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	

To accomplish its job outputs with a governance style consistent with board policies, the board will follow an annual agenda which:

- a) Completes a re-exploration of ends policies annually; and
- b) Continually improves its performance through attention to board education and to enriched input and deliberation.

Accordingly:

- I) The cycle will conclude with last meeting of the month of May in order that administrative budgeting can be based on accomplishing a one year segment of the most recent long-range vision of the board.
- II) In the first one or two months of the new cycle the board will develop its agenda for the ensuing one-year period.
- III) The cycle will start with the board's development of its agenda for the next year.
 - a) Consultations with selected groups in the ownership or other methods of gaining ownership input will be determined and arranged in the 1st quarter, to be held during the balance of the year
 - b) Governance education and education related to Aims determination (eg. presentations by futurists, demographers, advocacy groups, and staff) will be arranged in the 1st quarter, to be held during the balance of the year.
- IV) Throughout the year, the board will attend to consent agenda items as expeditiously as possible.
- V) Executive Director monitoring will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.

VI) Executive Director remuneration will be decided after a review of monitoring reports received in the last year during the month of June.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	2.12
Policy Type:	Governance Process	Issued:	12/08/2013
Policy Title:	Commitment To Anti-Racism & Anti-Discrimination	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Direct Inspection-External Auditing	Last Updated:	

CIMS is committed to working actively, both internally and externally, against racism and discrimination in all forms, with a view to implementing the organization's vision of dignity, access and equity for all.

Discrimination is the denial of equal treatment, civil liberties and opportunity to individuals or groups with respect to education, accommodation, health care, employment and access to services, goods and facilities.

Race is a "social and political, rather than scientific, construct which categorizes people on the basis of biological characteristics such as skin colour, shape of eyes, texture of hair, body size, and physique".

Webster's Third New International Dictionary defines racism as "the assumption that psyche-cultural traits are determined by biological race and that races differ decisively from one another, which is usually coupled with a belief in the inherent superiority of a particular race and its right to domination over others." Racism at the individual level involves assumptions, beliefs and practices based upon an ideology of inherent superiority of one racial or ethnic group over another. Individual racism is reinforced by societal beliefs and stereotypes. Cultural racism refers to the belief in the dominance and superiority of one racial group over another and assumes that the culture of non-dominant groups is inferior to, less important and less advanced than those of the dominant group. Systemic or institutional racism exists when the laws, policies and practices of institutions, government agencies, corporations and organizations, function in a manner which limit opportunities for employment opportunity, abrogate or limit rights of some groups. An organization which does not take into account the impact of racism in carrying out its functions and on the use of its resources is perpetuating systemic racism. Systemic racism is often a subtle reality.

An anti-racism organization is one that:

- Reflects the contributions and interests of diverse cultural and social groups in its mission, operations and service.
- Acts on a commitment to eradicate social oppression in all forms within the organization.
- Includes the members of diverse cultural and social groups as full participants, especially in decisions that shape the organization; and
- Follows through on broader external social responsibilities, including support of efforts to eliminate all forms of oppression and to educate others in anti-racist perspectives.

Anti-Racism Policy Objectives

CIMS will create and maintain an organizational climate which supports anti-racist concerns.

CIMS is committed to demonstrating anti-racist principles in all policies, in community relations, in hiring and recruitment, in staff and volunteer development and in the delivery of programs and services. It will actively communicate this commitment to participants, clients, staff and community.

Any form of ethnic or racial discrimination will not be tolerated at CIMS and the organization will take an active role in eliminating all such discrimination within the community.

The organization will develop internal processes to deal with incidents of racism, discrimination and harassment and will ensure that these processes are fair and contain sanctions where appropriate.

CIMS will actively promote racial and ethnic diversity on its Board of Directors, staff and volunteers.

CIMS will reach out to communicate and network with racial and ethnic minorities and actively promote programs and activities for and among these population groups.

All media communications from CIMS will include the minority press, radio, TV and other minority or ethnic networks.

Communications emanating from CIMS will present a positive and balanced portrayal of racial and cultural minorities.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	3.01
Policy Type:	Board-Staff Relationship	Issued:	12/08/2013
Policy Title:	Global Board-Executive Director Linkage	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	

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

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	3.02
Policy Type:	Board-Staff Relationship	Issued:	12/08/2013
Policy Title:	Delegation To The Executive Director	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	

The board will instruct the Executive Director through written policies that prescribe the organizational Aims to be achieved and describe organizational situations and actions to be avoided, and will able the Executive Director to use any reasonable interpretation of these policies.

Accordingly:

- I) The board will develop policies instructing the Executive Director to achieve certain results for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level, to more specific levels, and will be called Ends policies.
- II) The board will develop policies that limit the latitude that the Executive Director may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.
- III) As long as the Executive Director uses any reasonable interpretation of the board's Ends and Executive Limitations policies, she/he is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.
- IV) The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and Executive Director domains. By so doing, the board changes the latitude of choice given to the Executive Director. But so long as any particular delegation is in place, the board and its members will respect and support the Executive Director's choices.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	3.03
Policy Type:	Board-Staff Relationship	Issued:	12/08/2013
Policy Title:	Unity Of Control	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	

Only decisions of the board acting as a body are binding on the Executive Director.

Accordingly:

- I) Decisions or instructions of individual board members, officers, or committees are not binding on the Executive Director except in rare instances when the board has specifically authorized the exercise of such authority.
- II) In the case of board members or committees requesting information or assistance without board authorization, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time or funds, or are disruptive.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	3.04
Policy Type:	Board-Staff Relationship	Issued:	12/08/2013
Policy Title:	Accountability of the Executive Director	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	

The Executive Director is the board's only link to operational achievements and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the Executive Director.

Accordingly:

- I) The board will never give instructions to persons who report directly or indirectly to the Executive Director.
- II) The board will refrain from evaluating, either formally or informally, any staff other than the Executive Director.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	3.05
Policy Type:	Board-Staff Relationship	Issued:	12/08/2013
Policy Title:	Monitoring Executive Performance	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Direct Inspection	Last Updated:	

Systematic and rigorous monitoring of Executive Director job performance will be in accordance with the only expected Executive Director job products: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.

Accordingly:

- I) The purpose of monitoring is simply to determine the degree to which board policies are being followed. Data which does not do this will not be considered to be monitoring data. Monitoring will be as automatic as possible, using a minimum of board time so that meetings can be used to create the future rather than to review the past.
- II) The board will acquire monitoring data by one or more of three methods:
 - a) by INTERNAL REPORT: in which the Executive Director discloses compliance information to the board
 - b) by EXTERNAL REPORT: in which an external, disinterested 3rd party selected by the board assesses compliance with board policies
 - c) by DIRECT BOARD INSPECTION: in which a designated member or members of the board assess compliance with the appropriate policy criteria.
- III) In every case, the standard for compliance shall be any reasonable Executive Director interpretation of the board policy being monitored.
- IV) All policies that instruct the Executive Director will be monitored at a frequency, and by a method chosen by the board. The board can monitor any policy at any time and by any method, but will ordinarily depend on a routine schedule.

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	4.01
Policy Type:	Ends/Aims Policy	Issued:	12/08/2013
Policy Title:	Main Principal	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	

The Board is responsible: for ensuring that the objectives of the organization are met. All decisions are to be made based on the statement of purpose - the fundamental policy upon which all else is built. The Ends/Aims that the Board strives to attain are:

- ✓ Culturally appropriate services to the member and greater population
- ✓ Empowerment of the community and individuals (especially persons unable to access dental services, and newcomer Dentists to Canada)
- ✓ Equal access by members to social/political/economic life
- ✓ Respect for the dignity of all members, and for diversity
- ✓ An anti-racist organization
- ✓ Social justice
- ✓ Informed communities
- ✓ Partnerships involving community groups, agencies and organizations
- ✓ Organizational sustainability
- ✓ Financial, sustainability

Board of Directors Policies & Procedures			
Chapter:	Governance Policies	GP No.:	4.02
Policy Type:	Ends/Aims Policy	Issued:	12/08/2013
Policy Title:	First Level Ends Policy Direction to the Executive Director	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	

First Level Ends Policy

The Canadian Iraqi Medical Society is a not for profit organization, which joins efforts and expertise with others, to collaborate so as to develop and promote the professional and cultural wellbeing of Iraqi Canadians in the medical domain, by enhancing medical health, encouraging mentorship, fostering networking and thereby, improving professionalism amongst its members.

This statement is the board's instruction to the Executive Director about the benefits that the organization must produce.

Board of Directors Policies & Procedures

Chapter:	Governance Policies	GP No.:	4.03
Policy Type:	Ends/Aims Policy	Issued:	12/08/2013
Policy Title:	Second Level Ends Policy	Effective:	12/08/2013
Monitoring Frequency:	Annually	Last Reviewed:	
Monitoring Methods:	Board Self Evaluation	Last Updated:	