



Canadian Friends  
Service Committee

(QUAKERS)

[www.quakerservice.ca](http://www.quakerservice.ca)

## **Policy, Organization, and Procedure Manual**

**Updated: March 21, 2013**

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# **CFSC - Introduction**

## **Vision (2011)**

Canadian Friends Service Committee, the peace and service agency of Quakers in Canada, works with a wide range of partners at the international, national and community levels to bring about long-term sustainable changes in our world. CFSC is guided by a vision of a world in which:

- peace and justice prevail,
- the causes of war and oppression are removed,
- the whole of Creation is treated with respect,
- and individuals and communities are freed to reach their fullest potential.

## **Values (2011)**

CFSC believes that there is that of God in every person, which inspires transformative, practical expressions of love and care for all Creation including the alleviation of suffering, the promotion of justice and peace, and provision of education and research on these concerns.

Quaker service work is rooted in the daily practice of pacifism, integrity, truthfulness, equality, community, simplicity and, above all, love both in the objectives of our work and in the discernment with which we plan and deliver our work.

## **Mission (2011)**

Canadian Friends Service Committee is the national peace and service agency of Quakers in Canada. CFSC has an inter-dynamic approach to programming that results in immediate and long-term changes towards a peaceful, sustainable world community. Programming includes practical assistance, policy dialogue, research and education. All of these activities are strengthened by thoughtful discernment and by building relationships and partnerships.

The values and practices we embrace are not exclusive to Quakers and we work in cooperation with a wide range of partners who share these commitments. We welcome the support of all people who are seeking a world in which peace and justice prevail.

## **Role within Canadian Yearly Meeting (2011)**

"The Canadian Friends Service Committee exists to unify and expand the concerns of Friends in Canada for peace witness and peace education, international services, and social concerns in Canada." (Canadian Yearly Meeting: Organization and Procedure, 1969, p.90.)

Canadian Friends Service Committee (CFSC) is a standing committee of Canadian Yearly Meeting of the Religious Society of Friends (Quakers). CFSC is separately registered as a federal charitable organization and not-for-profit corporation. CFSC raises its own funds, other than costs for board members to travel to the spring and fall meetings that are paid for by the Yearly Meeting Travel Fund. CFSC's relationship with CYM is outlined in greater detail in other areas of the POP Manual (see "Bylaws" and "Relations with other Quaker organizations" sections).

CFSC responds to and enables service by Meetings and individual Friends in the areas of peace and social justice. We also inform Friends and the general public about such concerns. CFSC provides education and other assistance to Friends, and others, to live out the traditional pacifist witness of Quakers in the world.

CFSC meets regularly to make decisions in regard to supporting and funding projects at the local, national, and international levels.

CFSC may work alone, with other Quaker Service groups, and with other faiths and secular organizations, where appropriate.

# **Corporate bylaws and agreements**

## **Introduction (2011)**

Canadian Friends Service Committee is registered federally as a charitable organization (1967) and not-for-profit corporation (2001).

As a not-for-profit corporation, CFSC is governed through its by-laws (the focus of this section) and policy and procedures that the board of directors approves (the majority of what is in the POP Manual).

When CFSC incorporated in 2001, it was an opportunity to legally confirm the relationship between CFSC and CYM, which are separate charities. CYM and CFSC signed a Memorandum of Understanding at this time, as well, to clarify the relationship. This is included in this section.

CYM appoints the members of the Corporation who then appoint themselves as the board of directors of CFSC at the Annual General Meeting (AGM) of the Corporation. The AGM happens during the same weekend as the autumn board meeting. A description of the core business to which is attended to during the AGM concludes this section.

## **By-laws of the Corporation (2001)**

### **Bylaw Number 1**

#### **CORPORATE SEAL**

1. The seal, an impression whereof is stamped in the margin hereof, shall be the seal of the Corporation;

#### **HEAD OFFICE**

2. Until changed in accordance with the Act, the Head Office of the Corporation shall be in the City of Toronto, in the Province of Ontario.

#### **CONDITIONS OF MEMBERSHIP**

3. Membership in the Corporation shall be limited to persons appointed as such by Canadian Yearly Meeting of the Religious Society of Friends (Quakers).

4. There shall be no membership fees or dues.

5. Any member may withdraw from the Corporation by delivering to the Corporation a written resignation and lodging a copy of the same with the Recording Clerk of the Corporation.

6. Any member may be required to resign by a vote of three-quarters of the members at an annual meeting.

#### **UNITY IN THE SPIRIT**

7. (a) The Corporation proposes using a decision-making process rooted in spiritual discipline called Unity in the Spirit. Responsibility and authority in Friends' work lies in the guidance of the Meeting. This guidance embodies the leading of the Holy Spirit. It is only



as decision-makers each and all actively participate with their knowledge and ability, dedication and prayers, that the guidance becomes heard and on which they can rely for direction and authority.

(b) Members, directors and committee members shall strive for agreement based on Unity in the Spirit (hereinafter referred to as "Unity") at all levels of decision making.

8. Unity shall be reached when:

(a) Decision makers have been informed of the issues to be considered and the decision that is proposed; and

(b) Decision makers have had an opportunity to speak to the decision and issues in the meeting held for that purpose;

(c) When it appears a resolution is ready to be considered, the Clerk and Recording Clerk shall draft a minute which will be placed before the decision makers for approval;

(d) If there is Unity among the decision makers, the minute shall be approved as carried.

(e) If there is not Unity among the decision makers, the Clerk and Recording Clerk shall revise the minute based on further comment from the decision makers; and

(f) The decision makers may indicate Unity on the revised minute presented by the Clerk after consideration and the minute shall be approved as carried.

(g) If serious differences prevail (no unity can be reached), the decision makers shall attempt to find Unity by recourse to silent prayer and further discussion. If the objections are then withdrawn, or some new way becomes evident which was not considered before, such new way transcends compromise and is different from consensus; it is the discovery, at a deeper level, of what is being sought in the decision taken. The Clerk again asks for Unity and the minute is approved if such Unity is present.

(h) When Unity cannot be achieved at a meeting of the members, the directors, and the Executive Committee, the following shall apply:

(i) The Clerk may lay the matter over to a future meeting;

(ii) Where a resolution is required by Statute to be passed by a vote, Unity shall be sought again before proceeding to a vote;

(i) If Unity cannot be achieved then, unless otherwise specified in this by-law or The Canada Corporations Act, a four-fifths (4/5) majority of those present and entitled to vote shall be required to approve a minute.

#### MEMBERS MEETINGS

9. The annual or other general meeting of members shall be held within three hundred and sixty-five days after the end of the Corporation's fiscal year in the City where the Head Office of the Corporation is situated;

10. At every annual meeting, in addition to any other business that may be transacted, the report of the Directors, the financial statement and the report of the auditors shall be presented and auditors appointed for the ensuing year. The members may consider and transact any business, either special or general at any meeting of the members. The

Board of Directors or the Clerk shall have power to call, at any time, a general meeting of the members of the Corporation. The Board of Directors shall call a special general meeting of the members on written requisition of members carrying not less than 5% of the voting rights. Twenty-five per cent of the members present in person at a meeting will constitute a quorum.

11. Fourteen days written notice shall be given to each member of any annual or special general meeting of members. Notice of meeting where special business will be transacted shall contain sufficient information to permit the member to form a reasoned judgment on the decision to be taken. Each voting member at a meeting shall have the right to exercise one vote. Business decisions to be transacted at meetings of members shall be reached by Unity of the members present at the meeting unless otherwise specified in this by-law or the Canada Corporations Act.

12. No error or omission in giving notice of any annual or general meeting or any adjourned meeting, whether annual or general, of the members of the Corporation shall invalidate such meeting or make void any proceedings taken thereat and any member may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat. For purposes of sending notice to any member, director or officer for any meeting or otherwise, the address of the member, director or officer shall be his last address recorded on the books of the Corporation.

#### BOARD OF DIRECTORS

13. The property and business of the Corporation shall be managed by a board of directors, comprised of a minimum of three directors. The number of directors shall be determined from time to time by a majority of the directors at a meeting of the board of directors and sanctioned by an affirmative vote of at least two-thirds (2/3) of the members at a meeting duly called for the purpose of determining the number of directors to be elected to the board of directors. Directors must be individuals, 18 years of age, with power under law to contract.

14. The applicants for incorporation shall become the first directors of the Corporation whose term of office on the board of directors shall continue until their successors are elected.

At the first meeting of members, the board of directors then appointed shall replace the provisional directors named in the Letters Patent of the corporation.

15. Directors shall be elected for a term of one year by the members at an annual meeting of members.

16. The office of director shall be automatically vacated:

(a) If at a special general meeting of members, a resolution is passed by all the members present at the meeting that he or she be removed from office;

(b) If a director has resigned his office by delivering a written resignation to the Recording Clerk of the corporation;

(c) If he or she is found by a Court to be of unsound mind;

(d) If he or she becomes bankrupt or suspends payment or compounds with his creditors;

(e) On death,

provided that if any vacancy shall occur for any reason in this paragraph contained, the Board of Directors by majority vote may, by appointment, fill the vacancy with a member of the Corporation.

17. The directors shall serve as such without remuneration and no director shall directly or indirectly receive any profit from his position as such; provided that a director may be paid reasonable expenses incurred by him in the performance of his duties. Nothing herein contained shall be construed to preclude any director from serving the corporation as an officer or in any other capacity and receiving compensation therefor.

18. A retiring director shall remain in office until the dissolution or adjournment of the meeting at which his retirement is accepted and his successor is appointed.

#### POWERS OF DIRECTORS

19. The directors of the Corporation may administer the affairs of the Corporation in all things and make or cause to be made for the Corporation, in its name, any kind of contract which the corporation may lawfully enter into and save as hereinafter provided, generally, may exercise all such other powers and do all such other acts and things as the corporation is by its charter or otherwise authorized to exercise and do.

20. The directors shall have power to authorize expenditures on behalf of the Corporation from time to time and may delegate by resolution to an officer or officers of the Corporation the right to employ and pay salaries to employees. The directors shall have the power to enter into a trust arrangement with a trust company for the purpose of creating a trust fund in which the capital and interest may be made available for the benefit of promoting the interest of the Corporation in accordance with such terms as the board of directors may prescribe.

The board of directors is hereby authorized from time to time:

(a) To borrow money upon the credit of the Corporation, from any bank, corporation, firm or person, upon such terms, covenants, and conditions at such times, in such sums, to such an extent and in such manner as the board of directors in its discretion may deem expedient;

(b) To limit or increase the amount to be borrowed;

(c) To issue or cause to be issued bonds, debentures or other securities of the Corporation and to pledge or sell the same for such sums upon such terms, covenants and conditions and at such prices as may be deemed expedient by the board of directors;

(d) To secure any such bond, debenture or other securities, or any other present or future borrowing or liability of the company, by mortgage, hypothec, charge or pledge of all or any currently owned or acquired real and personal movable and immovable, property of the Corporation, and the undertaking and rights of the Corporation.

21. The board of directors shall take such steps as they may deem requisite to enable the corporation to acquire, accept, solicit, or receive legacies, gifts, grants, settlements, bequests, endowments and donations of any kind whatsoever for the purpose of furthering the objects of the Corporation.

22. The board of directors may appoint such agents and engage such employees as it shall deem necessary from time to time and such persons shall have such authority and shall perform such duties as shall be prescribed by the board of directors at the time of such appointment.

23. Remuneration for all officers, agents and employees and committee members shall be fixed by the board of directors by resolution. Such resolution shall have force and effect only until the next meeting of members when such resolution shall be confirmed by resolution of the members, or in the absence of such confirmation by the members, then the remuneration to such officers, agents or employees and committee members shall cease to be payable from the date of such meeting of members.

#### DIRECTORS' MEETINGS

24. Meetings of the board of directors may be held at any time and place to be determined by the directors provided that 48 hours written notice of such meeting shall be given, other than by mail, to each director. Notice may be given by e-mail or facsimile transmission. Notice by mail shall be sent at least 14 days prior to the meeting. There shall be at least one (1) meeting per year of the Board of Directors. No error or omission in giving notice of any meeting of the board of directors or any adjourned meeting of the board of directors of the corporation shall invalidate such meeting or make void any proceedings taken thereat and any director may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat. Each director is authorized to exercise one (1) vote. Business transactions to be enacted at meetings of the Directors shall be reached by Unity unless otherwise specified in this by-law or the Canada Corporations Act.

25. A majority of directors in office, from time to time, but no less than two directors, shall constitute a quorum for meetings of the board of directors. Any meeting of the board of directors at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions by or under the by-laws of the Corporation.

#### INDEMNITIES TO DIRECTORS AND OTHERS

26. Every director or officer of the Corporation or other person who has undertaken or is about to undertake any liability on behalf of the Corporation or any company controlled by it and their heirs, executors and administrators, and estate and effects, respectively, shall from time to time and at all times, be indemnified and saved harmless out of the funds of the corporation, from and against;

(a) all costs, charges and expenses which such director, officer or other person sustains or incurs in or about any action, suit or proceedings which is brought, commenced or prosecuted against him, or in respect of any act, deed, matter or thing whatsoever made, done or permitted by him, in or about the execution of the duties of his office or in respect of any such liability;

(b) all other costs, charges and expenses which he sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by his own willful neglect or default.

#### OFFICERS

27. The officers of the Corporation shall be a Clerk, Associate Clerk, Recording Clerk and Treasurer and any such other such officers and the Board of Directors may by by-law determine. Any two offices may be held by the same person.

28. The Clerk shall be elected at an annual meeting of members. Officers other than the Clerk of the Corporation shall be appointed by resolution of the board of directors at the first meeting of the board of directors following an annual meeting of members.

29. The officers of the Corporation shall hold office for one year from the date of appointment or election or until their successors are elected or appointed in their stead. Officers shall be subject to removal by resolution of the board of directors at any time.

#### DUTIES OF OFFICERS

30. The Clerk shall be chief executive officer of the Corporation. He shall preside at all meetings of the corporation and of the board of directors. He shall have the general and active management of the affairs of the corporation. He shall see that all orders and resolutions of the board of directors are carried into effect.

31. The Associate Clerk shall in the absence or disability of the Clerk perform the duties and exercise the powers of the Clerk and shall perform such other duties as shall from time to time be imposed upon him by the Board of Directors.

32. The treasurer shall have the custody of the funds and securities of the Corporation and shall keep full and accurate accounts of all assets, liabilities, receipts and disbursements of the Corporation in the books belonging to the corporation and shall deposit all monies, securities and other valuable effects in the name and to the credit of the Corporation in such chartered bank or trust company, or, in the case of securities, in such registered dealer in securities as may be designated by the board of directors from time to time. He shall disburse the funds of the Corporation as may be directed by proper authority taking proper vouchers for such disbursements, and shall render to the Clerk and directors at the regular meeting of the board of directors, or whenever they may require it, an accounting of all the transactions and a statement of the financial position, of the corporation. He shall also perform such other duties as may from time to time be directed by the board of directors.

33. The Recording Clerk may be empowered by the board of directors upon resolution of the board of directors, to carry out the affairs of the corporation generally under the supervision of the officers thereof and shall attend all meetings thereof and record all votes and minutes of all proceedings in the books to be kept for that purpose. He shall give or cause to be given notice of all meetings of the members and of the board of directors, and shall perform such other duties as may be prescribed by the board of directors or Clerk, under whose supervision he shall be. He shall be custodian of the seal of the Corporation which he shall deliver only when authorized by a resolution of the board of directors to do so and to such person or persons as may be named in the resolution.

34. The duties of all other officers of the Corporation shall be such as the terms of their engagement call for or the board of directors requires of them.

#### COMMITTEES

35. The board of directors may appoint committees whose members will hold offices at the will of the board of directors. The directors shall determine the duties of such committees and may fix by resolution, any remuneration to be paid.

#### EXECUTIVE COMMITTEE

34. There shall be an Executive Committee composed of seven (7) directors who shall be appointed by the Board of Directors. The Executive Committee shall exercise such powers

as are authorized by the Board of Directors. Any Executive Committee may be removed by a majority vote of the Board of Directors. Executive Committee members shall receive no remuneration for serving as such, but are entitled to reasonable expenses incurred in the exercise of their duty.

35. Meetings of the Executive Committee shall be held at any time and place to be determined by the members of such committee, provided that 48 hours written notice of such meeting shall be given, other than by mail, to each member of the committee. Notice may be given by e-mail or by facsimile transmission. Notice by mail shall be sent at least 14 days prior to the meeting. No less than three (3) members of such committee shall constitute a quorum. No error or omission in giving notice of any meeting of the Executive Committee or any adjourned meeting of the Executive Committee of the Corporation shall invalidate such meeting, or make void any such proceedings taken thereat and any member of such committee may at any time, waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat.

#### EXECUTION OF DOCUMENTS

36. Contracts, documents or any instruments in writing requiring the signature of the Corporation, shall signed by any two officers and all contracts, documents and instruments in writing so signed shall be binding upon the corporation without any further authorization or formality. The directors shall have power from time to time by resolution to appoint an officer or officers on behalf of the Corporation to sign specific contracts, documents and instruments in writing. The directors may give the Corporation's power of attorney to any registered dealer in securities for the purposes of the transferring of and dealing with any stocks, bonds, and other securities of the Corporation. The seal of the Corporation when required may be affixed to contracts, documents and instruments in writing signed as aforesaid or by any officer or officers appointed by resolution of the Board of Directors.

#### FINANCIAL YEAR

37. Unless otherwise ordered by the board of directors, the fiscal year end of the Corporation shall be March 31st.

#### AMENDMENT TO BY-LAWS

38. The by-laws of the Corporation not embodied in the Letters Patent may be repealed or amended by-law or a new by-law relating to the requirements of Section 155(2) of the Canada Corporations Act, may be enacted by a majority of the directors at a meeting of the board of directors and sanctioned by an affirmative vote of at least 2/3 of the members at a meeting duly called for the purpose of considering the said by-law, provided the repeal or amendment of such by-laws shall not be enforced or acted upon until the approval of the Minister of Industry has been obtained.

#### AUDITORS

39. The members shall, at each annual meeting, appoint an auditor to audit the accounts and annual financial statements of the corporation for report to the members at the next annual meeting. The auditor shall hold office until the next annual meeting provided that the directors may fill any casual vacancy in the office of the auditor. The remuneration of the auditor shall be fixed by the board of directors.

#### BOOKS AND RECORDS

40. The board of directors shall see that all necessary books and records of the Corporation required by the by-laws of the Corporation or by any applicable statute or

law are regularly and properly kept.

#### POLICIES AND PROCEDURES

41. The board of directors may prescribe such policies and procedures not inconsistent with these by-laws relating to the management of the Corporation as they deem expedient, provided that such policies and procedures shall have force and effect only until the next annual meeting of the members of the Corporation, when they shall be confirmed, or failing such confirmation at such annual meeting of members, shall at and from that time cease to have any force and effect.

#### INTERPRETATION

42. In these by-laws and in all other by-laws of the Corporation hereafter passed unless the context otherwise requires, words importing the singular number or the masculine gender shall include the plural number or the feminine gender, as the case may be, and vice versa, and references to persons shall include firms and corporations.

### **BY-LAW NUMBER 2**

1. The directors may and they are hereby authorized from time to time to:
  - (a) borrow money upon the credit of the Corporation;
  - (b) limit or increase the amount to be borrowed;
  - (c) issue, reissue, sell or pledge bonds, debentures, notes or other securities or debt obligations of the Corporation;
  - (d) issue, sell or pledge such bonds, debentures, notes or other securities or debt obligations of the Corporation;
  - (e) charge, mortgage, hypothecate, pledge or otherwise create a security interest in all or any currently owned or subsequently acquired property and assets of the Corporation including, without limiting the generality of the foregoing, real and personal property, moveable and immoveable property, tangible and intangible assets, book debts, rights, powers, franchise and undertaking to secure any obligation of the Corporation.
2. The directors may from time to time by resolution delegate to the Clerk together with the Recording Clerk or to any two directors of the Corporation all or any of the powers conferred on the directors by Paragraph 1 of this by-law to the full extent thereof or such lesser extent as the directors may in any such resolution provide.
3. The powers hereby conferred shall be deemed to be in supplement of and not in substitution for any powers to borrow money for the purposes of the Corporation possessed by its directors or officers independently of a borrowing by-law.

### **BY-LAW NUMBER 3**

#### BY-LAW AUTHORIZING BORROWING AND PLEDGING

1. The Directors of the Company may from time to time
  - (a) borrow money upon the credit of the Company by obtaining loans or advances or otherwise;
  - (b) issue, sell, or pledge securities of the Company including bonds, debentures, debenture stock, for such sums, on such terms and at such prices as they may deem expedient;

(c) assign, transfer, convey, hypothecate, mortgage, pledge, charge or give security in any manner upon all or any of the real or personal, moveable or immovable property, rights, powers, choses in action, or other assets, present or future, of the Company to secure any such securities or other securities of the Company or any money borrowed or to be borrowed or any obligations or liabilities as aforesaid or otherwise of the Company heretofore, now or hereafter made or incurred directly or indirectly or otherwise; and (d) without in any way limiting the powers herein conferred upon the Directors, give security or promises to give security, agreements, documents and instruments in any manner or form to secure any money borrowed or any obligations or liabilities as aforesaid or otherwise of the Company heretofore, now or hereafter made or incurred directly or indirectly or otherwise.

2. Any or all of the foregoing powers may from time to time be delegated by the Directors to any one or more of the directors or officers of the Company.

3. This By-law shall remain in force and be binding upon the Company as regards any person acting on the faith thereof until such person has received written notification from the Company that this By-law has been repealed or replaced

### **Objects of the Corporation (from the Letters Patent)**

The objects of the Corporation are:

1. To unify and expand the concerns of Friends in Canada for peace witness and peace education, international services and social concerns in Canada. This is achieved through:

(a) The establishment and maintenance of religious programs which:

- (i) Alleviate suffering and poverty;
- (ii) Promote justice and peace in accordance with the religious principles, practices and testimonies of Canadian Yearly Meeting of the Religious Society of Friends (Quakers);
- (iii) Educate members of the Religious Society of Friends (Quakers) and the general public about:

A. The activities of the Corporation and issues that inform these activities;

B. The principles and beliefs of Quakers.

### **Dissolution of the Corporation (from the Letters Patent)**

It is specifically provided that in the event of dissolution or winding-up of the Corporation, all its remaining assets after payment of its liabilities shall be distributed to Canadian Yearly Meeting of the Religious Society of Friends (Quakers) or, in the event of its dissolution, shall be distributed to one or more organizations in Canada carrying on similar activities.



## **Memorandum of Understanding between Canadian Yearly Meeting of the Religious Society of Friends (Quakers) and Canadian Friends Service Committee (2001)**

### Purpose:

The purpose of this Memorandum of Understanding is to supplement Canadian Friends Service Committee's (CFSC) federal not-for-profit incorporation and registered charitable status. This document addresses the fundamental relationship between CFSC and Canadian Yearly Meeting of the Religious Society of Friends (Quakers). In particular, CFSC's federal incorporation documents set out bylaws which are required by Canadian law, but they say little about the spiritual nature of this work and our relationship. Nor does it directly address the organization and procedure which bind CFSC and Canadian Yearly Meeting (CYM) and which constitute CFSC's methods of operation as a committee of a community of faith.

### History of Canadian Friends Service Committee:

"Canadian Friends Service Committee is a standing committee of the Yearly Meeting. The Service Committee was established in 1931 and represented the wider organization of Friends in Canada across the divisions. In 1955, it became the service arm of the new Canadian Yearly Meeting. Service projects were already in existence in 1955. The strength and experience which came from participation in Friends' war-time and post-war relief and witness brought fresh impetus to the work of the Committee. Younger Friends and newcomers who had done Quaker service abroad as conscientious objectors in relief and ambulance work, along with Friends from other Yearly Meetings, participated in the work with concern and enthusiasm. The concerns, witness and projects of the Service Committee over the past 59 years have brought much life into the Yearly Meeting, at times with challenges and problems to be resolved. Service projects, peace witness and education have been supported as Friends have felt guided and have recognized that Quaker concern is "that leading of the Holy Spirit which may not be denied". The struggle perhaps has been to discern true guidance for projects which express a religiously-based approach to the life of our times and which are not solely philanthropic or humanitarian work." (From *Organization & Procedure*, Section I - Historical Outline, pp. 17-18)

### Relationship between Canadian Yearly Meeting and Canadian Friends Service Committee:

Canadian Yearly Meeting is a community of faith with various component parts which express that faith, including Canadian Friends Service Committee. Our corporate body is spiritual in nature as are our practices, our concerns and leadings as Meetings and Friends which are often assisted and expanded through the work of Canadian Friends Service Committee. It is mutually understood that Canadian Friends Service Committee (CFSC) is a committee of Canadian Yearly Meeting of the Religious Society of Friends (Quakers) as outlined in Canadian Yearly Meeting's *Organization & Procedure*. CFSC will continue to use *Organization & Procedure* as its Discipline as it seeks to fulfill its legal obligations as set out in the incorporation and charitable status documents and, importantly, its terms of reference as set out in Section VI. *Organization & Procedure* "attempts to communicate to present day seekers and members the historic and continuing practices of Friends and to outline procedures to be followed by Meetings and their members in the conduct of their affairs" (*Organization & Procedure*, p. i).

### Terms of Reference of Canadian Friends Service Committee:

"The Canadian Friends Service Committee exists to unify and expand the concerns of Friends in Canada for peace witness and peace education, international services, and

social concerns in Canada. It cooperates with such bodies as the American Friends Service Committee and Quaker Peace and Service of London Yearly Meeting to work abroad in relief and medical aid work and services to persons in need in many nations." (from *Organization and Procedure*, Section VI - the Yearly Meeting, p. 66)

The incorporation documents reviewed by Representative Meeting in November 2000 and approved by the Committee of Clerks in January 2001 (which was delegated the responsibility of working with CFSC on the final paperwork to be submitted) included the following objects for CFSC:

"To unify and expand the concerns of Friends in Canada for peace witness and peace education, international services and social concerns in Canada. This is achieved through:

The establishment and maintenance of religious programs which:

- Alleviate suffering and poverty;
- Promote justice and peace in accordance with the religious principals, practices and testimonies of Canadian Yearly Meeting of the Religious Society of Friends (Quakers);
- Educate members of the Religious Society of Friends (Quakers) and the general public about:

The activities of the Corporation and issues that inform these activities;  
The principals and beliefs of Quakers."

#### CFSC's structure and governance as a not-for-profit corporation:

The legal non-for-profit corporation status complements the fundamental spiritual understanding of CFSC as a committee of CYM. Not-for-profit corporations have appointed members who elect a board of directors who then elect officers and an executive committee. In CFSC's case, the members will be appointed to CFSC by CYM (as set out in *Organization & Procedure*, Section VI - The Yearly Meeting, p69a-69b). The members will then elect themselves to be the board of the CFSC and elect the officers from within the board membership. The officers of CFSC will be, respectively, the Clerk, Associate Clerk, and Treasurer of CFSC (who will be appointed as outlined in CFSC's *Policy, Organization and Procedure Manual*). The executive committee of CFSC will be appointed as outlined in the *Policy, Organization and Procedure Manual* of CFSC.

The Canadian Corporation Act (a federal law) requires that these appointments (board, officers and executive committee) be subject to a vote. In practice, CFSC will arrive at these appointments through our decision-making discipline of Unity in the Spirit (which is recorded as such in the incorporation documents). When Unity has been reached, the appointments will be recorded as "carried". As such, Friends will not, in practice, put issues to a vote.

#### Decision making procedure:

"Responsibility and authority in Friends work lies in the guidance of the Meeting corporately experienced. This guidance, we believe, embodies the leading of the Holy Spirit. It is only as we each and all actively participate with our knowledge and ability, our dedication and prayers, that the guidance becomes heard and on which we can rely for direction and authority" (from 1966 Report to CYM by CFSC). It is important to clearly set out our mutual understanding of decision-making in the manner of Friends used by CYM and CFSC. Friends seek "unity in the Spirit" which is achieved through the sense of God's guidance within the meeting and, when this sense is difficult to achieve, Friends have processes. From *Organization & Procedure*, Section II - General Procedure in

Meetings for Business, pp. 29-30, we agree on the following historic and continuing decision making practices of Friends:

*"Sense of the Meeting*

The Religious Society of Friends believes that any right and satisfactory decision depends upon the full understanding and general agreement of the members present. Therefore, it transacts business by united decision without undue influence by either a majority or a minority. Meetings for Business, at any level, should be Meetings for Worship centred upon specific matters. All members who feel concerned to express a judgment should be heard. In making such expressions, Friends have the obligation to discipline themselves by speaking as briefly as may be necessary to make their judgment clear and to the point under discussion. When it appears to the Clerk that the Meeting has reached a decision, the Clerk shall state clearly what appears to be the sense of the Meeting. There is no decision made by a majority which overrides opposition. Action is taken only when the group can proceed in substantial unity."

*"Differences of Opinion, The Meaning of Unity, Laying Down of Business*

If there are serious differences of opinion, it is frequently possible to find unity by recourse to a period of silent prayer. It may happen that objections are then withdrawn or some new way opens which has not been observed before. Such a way transcends compromise; it is the discovery, at a deeper level, of what all really desire. If, however, unity is not manifest then the Clerk must lay the matter down, or lay it over to the next Meeting if this seems required, and those who sponsored the concern should accept this decision in good spirit and perhaps as an encouragement to make further research. While this approach to decision-making may seem irritatingly slow to some, we believe it has been proved to be the only reliable way to right and loving decisions. It should also be remembered by all Friends at times when unity is not present that the concept of the Meeting being united in spirit does not mean that the members must all necessarily conform to one particular opinion, no matter how compelling such a view may appear to some. Indeed, the imposition of conformity becomes a censorship which is quite contrary to the teaching of Friends; the Society, itself, is a testament by those who have cherished the right to dissent from majority opinion."

This understanding of decision-making in the manner of Friends stands as our mutual understanding of CFSC's decision-making practice as it appears in the incorporation documents.

In situations where, by legal statute, voting is required, this would be our standing procedure: to seek Unity and to record that the 'motion' (that is, the minute) as 'carried'. On principle, voting is not Friends' practice: it would be contrary to the well-being and functioning of the Committee if some members were to vote in favour on an issue and some against. If there is not unity, more discernment is needed. This approach to voting will be used in all situations where voting is required by legal statute (board of directors, member of executive committee, officers, change of location of head office, bylaw changes, issues involving remuneration, etc.).

Finally, any decision before CFSC which raised questions of interpretation of Quaker Testimonies or of standing positions by CYM, or which involves a significant new position on an issue that intersects with our Testimonies and which CYM has not noted its will, will be taken to Representative Meeting and/or CYM.

Interpretation of several statutory-required bylaws of CFSC:

*Replacing members who leave CFSC before the end of their term:*

(Subject to approval by CYM), CYM Nominating Committee will nominate up to five people as "alternates" to CFSC and prioritize these names. If someone leaves CFSC and a replacement is needed, CFSC's board or executive committee will appoint someone from this list following consultation with the Clerk of CYM Nominating Committee. Such a person will only serve on CFSC until the next Yearly Meeting when nominations for CFSC come before CYM through CYM Nominating Committee for approval.

*Removing someone from membership:*

This will happen very seldom, only under the most serious of circumstances, and under the guidance of CYM Nominating Committee as there is no adequate procedure for removal in *Organization & Procedure* presently. Once unity has been reached between CFSC and CYM Nominating Committee, according to statutory requirement to vote on this decision, we would record that the motion (that is, the minute) to remove the member has 'carried'.

*Amendment of bylaws:*

If CFSC needs to amend its bylaws, it will draft the amendment and bring it to CYM or Representative Meeting for approval. If approved, CFSC as a corporate board will, as required by law, 'vote' on the amendment (see section on decision-making process) and then submit it to the government department responsible for approving changes in bylaws by not-for-profit corporations.

*Right to vote:*

This will be understood to mean that every member of CFSC has the right to vote on those few issues on which the law requires not-for profit corporations to take a vote. These issues are: appointment to board and executive committee, removal from membership or office, amendment of bylaws, appointment of officers, change of location of head office, issues involving remuneration). As with other decisions, it will be made in the manner of Friends as outlined in *Organization & Procedure* (and above under "Decision making procedure").

*Age of members of the board of directors:*

By law, all members of the board must be of the legal age to make contracts, that is, 18 years of age. Occasionally, a Young Friend under the age of 18 is appointed to CFSC by CYM. In such a situation, the Young Friend under 18 would not be appointed to the board of directors but would remain a member. Their participation and weight in decision-making would not be affected by the fact that they are not formally a member of the board - they will be given, as Friends say, the 'freedom of the Meeting'. This understanding applies equally to the Young Friend appointed by the Canadian Young Friends Yearly Meeting (CYFYM). In addition, the Young Friend appointed by the CYFYM would need to be appointed by CYM as a member of CFSC (this is because the incorporation documents stipulate that members are appointed by CYM. It would further complicate matters to add additional bodies. CYM could choose to elect to simply 'recognise' the CYFYM appointment in the minute recording accepted nominations).

Conclusion:

This Memorandum of Understanding between Canadian Yearly Meeting and Canadian Friends Service Committee is prepared in a spirit of love and mutuality under the guidance of the Holy Spirit. It clarifies the practices of Friends and how they will be upheld and maintained within CFSC once it is incorporated and the continuing mutual accountability and responsibility between CYM and CFSC.

## **Annual General Meeting of the Corporation (2011)**

At the time of the autumn meeting of the board of directors of CFSC, the Annual General Meeting (AGM) of CFSC, the Corporation, is held. The AGM is a legally required annual meeting of the members of the Corporation, those Friends who were appointed by Canadian Yearly Meeting to serve on CFSC. Details about these “members meetings” are found in Bylaw 1 (paragraphs 9-12).

The agenda of the Annual General Meeting shall include:

- Roll call of members
- Acceptance of minutes of previous AGM
- Acceptance of report of directors (i.e., CFSC’s annual report, including the Treasurer’s report)
- Acceptance of audited financial statements and report of the auditors
- Appointment of auditors for the next fiscal year.
- Appointment of board of directors (i.e., the members of CFSC and the Young Friend appointed by the Canadian Young Friends Yearly Meeting)
- Appointment of the officers of the corporation (i.e., Clerk, Associate Clerk, Recording Clerk, and Treasurer).

# Organization and Governance

## **Introduction (2011)**

Canadian Friends Service Committee is governed by a board of directors. The members of CFSC (the corporation) are appointed by CYM; they then appoint themselves as the board of directors at the Annual General Meeting in the fall. Supporting the work of the board during the year are the Executive Committee and the officers. Friends with particular skills can be appointed by CFSC as corresponding members and associate members to fulfill particular needs within CFSC. They are not a part of the board of directors nor do they participate in their decision-making.

## **Board of Directors (2010)**

### Roles and responsibilities of the Board of Directors of CFSC:

To discern the leading of the Spirit we listen for promptings within ourselves and in the ministry of others. This does not mean that we don't use our brains or think. It does mean, however, that we try to open ourselves to an awareness of the working of the Spirit both within ourselves and within the meeting as a whole.

It is this experience of being gathered in the Spirit that is the unity we seek in making decisions. We share our knowledge, opinions, and insights as we feel led, but in the end we release them as we discern the leadings of the Spirit in the gathered meeting.

Meeting for worship for business is a central part of the life of CFSC, for it is here that we experience the corporate gift of God: love in action.

~ Adapted from Roger Walmsley, 2003, in *This We Can Say: Australian Quaker Life, Faith and Thought*. Australia Yearly Meeting 2003, 2.37.

### Introduction:

CFSC is a federally registered charity and a federal not-for-profit corporation. CFSC is also a Standing Committee of Canadian Yearly Meeting.

CFSC is governed by a board of directors. Directors are persons who govern a registered charity and/or corporation. Within CFSC, the board of directors is the body which considers the direction of CFSC's service, and the spirit and manner in which it is carried out.

In fulfilling its mandate, CFSC's board of directors must comply with the objects of CFSC as stated in the letters patent and the bylaws as well as our charitable purposes. It must also comply with the relevant provisions of charity law as well as the Corporations Act (federal) and the rules established under the common law governing directors' duties. Friends serving on the board of directors are required to fulfill their role with competence (or skill) and diligence in the best interests of the corporation.

### Membership on the board of directors:

There are twenty-two directors on the board of CFSC, including one representative

appointed by Canadian Young Friends Yearly Meeting. Given CFSC is incorporated, our process is a bit unusual. Canadian Yearly Meeting appoints the members of the corporation who then appoint themselves to serve as the board of directors of CFSC at the Annual General Meeting of members, as outlined in the Memorandum of Understanding between CFSC and CYM (2001). Usually one-third of the members of the corporation (who, de facto, are the board of directors of CFSC) are nominated each year by the CYM Nominating Committee, and approved by Canadian Yearly Meeting, to serve for a three-year term. Members of the corporation (and, concurrently, the board) may serve two consecutive three-year terms. After a break of one or more years they may again be nominated for CFSC.

Members of the corporation (and, concurrently, the board) are not appointed to represent any group or geographical area. They are chosen for their uniqueness, for who they are and for the particular knowledge, experience and skills they can contribute. Because of this uniqueness there can be no alternate named to serve. However the meetings of the board of directors are usually open and any interested person may attend (requests must be approved by the Clerk of CFSC).

Friends serving on the board of directors are required by law to be a minimum of 18 years of age and to provide their date of birth and full legal name for the Charity Return submitted to Canada Revenue Agency.

CFSC has two additional categories of membership by which Friends can be involved in the work of CFSC: Corresponding Members and Associate Members.

Further information on being a member of the corporation of CFSC and on members' meetings (such as the Annual General Meeting) can be found in the Bylaws of the Corporation.

#### Resignation:

A member of the board of directors (who is de facto also a member of the corporation) may withdraw by sending a written resignation to the Clerk, with a copy to the Recording Clerk. If a member misses two consecutive Board Meetings, the clerk will discuss the situation with the member and may ask the member to resign if they are unable to fulfill their responsibilities.

#### Frequency of meetings:

The board of directors meets for two full weekends, one in the fall and one in the spring, on dates confirmed by the board. In addition, the CFSC clerk may convene a Board Meeting prior to, or during, Canadian Yearly Meeting at a convenient time and location.

The Annual General Meeting of the corporation of CFSC is held in conjunction with the fall Board Meeting. Its business is carried out in accordance with the By-laws of the corporation and within the terms of the Memorandum of Understanding between Canadian Yearly Meeting of the Religious Society of Friends (Quakers) and Canadian Friends Service Committee.

#### Role of the board of directors:

The board of directors is responsible for:

- the overall management of CFSC;
- ensuring supervision of all staff;
- participating in program committees which set and implement the programming of CFSC and ensuring its consistency with CFSC's charitable purposes;

- developing and implementing policy;
- being knowledgeable about the business and financial affairs of CFSC and protecting its charitable property;

Responsibilities of Friends serving as directors on the board:

In addition to what is outlined in the letters patent and by-laws of CFSC:

- Attend the fall and spring Board Meetings of CFSC having read documentation circulated in advance and being prepared in heart and mind;
- Serve on a program committee (e.g. QPASCC, QFJ, QAAC);
- Serve on an administrative committee (e.g. Nominating Committee, Finance Committee, Personnel Committee, Executive Committee [by virtue of position or as designated]) and/or working group of the board;
- Appoint all members of administrative committees, working groups, and ad-hoc committees of the Board;
- Approve the budget of CFSC (including QIAP budget) at the spring Board Meeting;
- Ensure CFSC's fiscal responsibility (principally managed through the year by the Treasurer, CFSC Finance Committee and Executive Committee), receipt of financial reports at board meetings;
- Approve all CFSC-related policy for inclusion in the POP Manual including our vision, terms of reference, principles, etc.;
- Approval programmatic policies on the recommendation of program committees;
- Support the fundraising efforts of CFSC which are essential to fund the work;
- Be knowledgeable about the work of CFSC by reading the regular flow of information sent to directors by staff and clerks;
- Be familiar with the content of the CFSC Policy, Organization and Procedure Manual and consulting as necessary;
- Be an ambassador for CFSC with Friends in own local area including own Monthly Meeting and Half Yearly Meeting;
- From time to time considering contributing a CFSC news item for the Canadian Friend or Quaker Concern;
- Communicating concerns, support, ideas and criticism from Friends to CFSC;
- Assist in planning CFSC presentations at Yearly Meeting.

Compensation:

In Ontario, where CFSC's head office is located, Directors are not entitled to compensation for serving on the board of a charity other than reimbursement of reasonable expenses incurred to further the purpose and activities of the charity. Directors cannot receive salaries, stipends, grants, honorariums, consulting fees from a charity. With regards to the latter, if a director is an accountant or lawyer, for example, neither they nor their firms can provide any fees for service. (October 3, 2007 - from: [http://www.globalphilanthropy.ca/index.php/articles/top\\_ten\\_canadian\\_charity\\_law\\_issues/](http://www.globalphilanthropy.ca/index.php/articles/top_ten_canadian_charity_law_issues/)).

Under the Income Tax Act, a registered charity that confers on a director an undue benefit is liable to a penalty equal to 105% of the amount of the benefit. This penalty increases to 110% and the suspension of tax-receipting privileges for a repeat infraction within 5 years.

Directors of the board are able to claim approved expenses associated with fulfilling their role (please see "*Finance - Expense Reimbursement and Budget Disbursements*").

Officers:

The officers of CFSC are the clerk, associate clerk, recording clerk and treasurer. The



terms of reference for officers are outlined in both CFSC's letters patent and by-laws and separate entries in this section.

#### Exit Interviews with board members

##### *Policy:*

A questionnaire will be provided to each CFSC board member (including affiliates<sup>1</sup>) at the end of their CFSC service. 'End of service' includes service ending at the end or the middle of a term. The purpose of this interview is to i) gather information to assist the Nominating and Executive Committees in improving their processes and forming future goals, ii) provide CFSC with information on the projects the member participated in to ensure continuity of work, iii) provide information on the spiritual development of the board, iv) provide a record of wisdom for new and continuing board members, and v) recognize the contributions of members to the organization.

##### *Process:*

Prior to the spring meeting, the Clerk, or General Secretary, of CFSC will contact all outgoing CFSC board members and affiliates to provide them with the exit questionnaire and explain why CFSC is requesting that it be filled out. The outgoing CFSC member or affiliate will be given the option to fill out the questionnaire, give an interview or refrain from participating. Interviews will be conducted by the clerk or another board member; questionnaires will be returned to the clerk. From time to time, the clerk may convene a group of outgoing and continuing board members to hear and discuss the responses to the questionnaire. This letter will also explain that the information collected will be shared with Nominating Committee, Executive Committee, or program committee clerks, as appropriate, but will be confidential within CFSC and will be destroyed after seven years.

Interviews and questionnaire should be completed before the end of a term of the board member's service, or within three months of the end of service, if the member leave mid-term. If a follow up interview is deemed helpful, a request for an interview will be sent to the outgoing member or affiliate.

Nominating Committee should make reviewing the information they receive from this process an item on the Nominating Committee calendar.

##### *Questions*

- Which CFSC or subcommittee projects were you engaged with when you departed CFSC and what will CFSC need to continue with those projects?
- What did you like best (and least) about serving on CFSC?
- What advice would you offer to incoming CFSC members?
- What suggestions would you make for improving the way CFSC operates?
- What would you like your involvement with CFSC to be in the future?
- What are your feelings about leaving CFSC?
- In what ways did CFSC deepen your understanding of Quaker service?
- What gleanings or wisdom that you would like to share?
- What else you would like to add?

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<sup>1</sup> "Affiliates" refers to CFSC Corresponding Members, Associate Members, and members of CFSC administrative committees who are not CFSC board members.

## **Executive Committee (2010)**

1) The "mandate" of the Executive Committee is to carry on the work of CFSC in between [Board] Meetings and to support the work of Standing Committees.  
(Minute #15 Executive Committee Minutes October 24, 1992)

2) The CFSC Executive Committee is approved at the Fall Board Meeting. It consists of the Clerk, the Associate Clerk, the Treasurer, the Clerks of Program Committees and the Clerk of Personnel Committee (ex-officio if not a member of CFSC). If some of the above are unable to participate in the Executive Committee, designates may be appointed to serve by the relevant committee.

3) The Executive Committee may allocate up to \$1000 from whatever contingency funds are available in the CFSC budget.

4) The Executive Committee has a prescribed role in personnel matters – see "Personnel Policy" section for details.

## **Clerk of Canadian Friends Service Committee (2009)**

*The clerk needs to have a spiritual capacity for discernment and sensitivity to the meeting. ~ Quaker Faith and Practice, Britain Yearly Meeting [1994], 3.12.*

*The meeting is likely to repose great trust in you, and you bear an important responsibility in enabling the meeting to listen and wait for God's guidance in its deliberations. Your experience in the ways of Friends and your understanding of the Quaker business method are very important in helping the meeting to discern God's will and to recognize the way forward. Help Friends to remember that the period of worship at the beginning of the meeting prepares for, and opens the way to, the consideration of the business; the worship does not finish as the business begins...*

*~ Quaker Faith and Practice, Britain Yearly Meeting [1994], 3.13*

### **Role:**

On behalf of the Executive and the Board of Directors of CFSC, the Clerk accepts responsibility for the overall functioning of CFSC.

### **Appointment:**

The position of Clerk is filled annually by the CFSC Nominating Committee and approved by the members of the corporation at the Annual General Meeting of the Corporation.

### **Responsibilities:**

In addition to what is noted in the letters patent and bylaws of CFSC, the Clerk fulfills the role through:

#### ***Relationships with Canadian Yearly Meeting***

- Maintaining communication with the Clerk.
- Preparing the Clerk's Report for inclusion in CYM Documents in Advance (deadline April 15 to CFSC office).
- Attending Yearly Meeting (August). Expenses are paid in accordance with the CYM "required positions" policy; the Associate Clerk can act as an alternate for the

Clerk. If the Associate Clerk is attending CYM as an alternate to the Clerk, the Associate Clerk's expenses will be paid in the same manner. If the Associate Clerk attends in a capacity other than as an alternate to the clerk, his or her expenses will not be covered.

- Negotiating with Programme Committee regarding CFSC's activities at Yearly Meeting (with assistance from the CFSC General Secretary).
- Communicating with Agenda Committee at CYM to ensure that CFSC's needs receive Yearly Meeting attention (with assistance from the CFSC General Secretary).
- Representing CFSC on CYM Finance Committee and at Representative Meeting (or designating an alternate who will report back to CFSC)<sup>2</sup>.

#### *Board Meetings and Members' Meetings.*

- Presiding at Board Meetings (March, October, and, as needed, at CYM in August) and the Annual General Meeting of Members (October).
- Working with the General Secretary to prepare the agenda for review by the CFSC Executive. Agenda is distributed at least 10 days before Board Meetings.
- Preparing and presenting the Clerk's Report.
- Communicating with the Clerks of Standing Committees for mutual support and consultation.
- Communicating with Friends serving on the board of directors, particularly to:
  - clarify new director's interests in terms of committee service
  - assist directors in clarifying decisions regarding continuing service in CFSC.
  - implement the Board Exit Interview process with board members and affiliates (Associate Members, Corresponding Members, non-CFSC members of administration committees) when they resign or complete their service with CFSC (see "Exit Interviews with board members" sub-section within "Board of Directors" section).

#### *Executive Meetings*

- Presiding at Executive Meetings (generally held in January, April, June, September, December).
- Working with the General Secretary to prepare the agenda to be sent out with minutes of previous meeting, one week before the meeting.
- Preparing and presenting Clerk's Report.
- Maintaining communication with Treasurer and Clerk of Personnel Committee.

#### *Personnel and Relationship with Staff*

- Communicating with General Secretary for support and consultation.
- Being available to Staff for consultation as appropriate.
- Assisting General Secretary and Staff in interpretation of CFSC policy.
- Signing off on all letters to government and all written public statements on issues that CFSC is working on (to differentiate from general education materials).
- Works with the General Secretary on the concept for the Annual Appeal and prepares a cover letter for it.
- Interpreting Friends ways to General Secretary and Staff when needed.
- Attends CFSC Personnel Committee as an ex-officio member (or delegates to the

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<sup>2</sup> CYM Finance Committee normally meets the first weekend in March and the fourth weekend in October in Toronto, Ontario. Representative Meeting normally meets the first weekend in May (in Toronto or Hamilton) and the third weekend in November in Ottawa, Ontario. Please confirm dates with respective Clerks.

Associate Clerk).

#### *Finance*

- Maintaining familiarity with budget, monthly statements and financial reports.
- Attending meetings of CFSC Finance Committee (ex officio).
- Submitting expense reports with supporting documentation to Finance Administrator at the end of each month.

#### *Outreach*

Explaining the work of CFSC to Friends, and if so called, to the wider community.

#### *Special Tasks*

From time to time the Clerk may take on special tasks identified by the Staff, Executive or a Standing Committee of CFSC to meet special needs. Such tasks are re-assessed by the Executive and Clerk at regular intervals.

#### *Relationship with Associate Clerk*

The Clerk and Associate Clerk work collaboratively to fulfill the many responsibilities of the Clerk. The Clerk delegates tasks and responsibilities to the Associate Clerk who is accountable for their fulfillment to the Clerk, who is ultimately responsible for the overall functioning of CFSC.

#### *Relationship with standing committees of CFSC*

The Clerk and Associate Clerk determine together who will act as liaisons to the Clerks and staff of the program and administrative committees of CFSC to be available as a source of support and discernment and to ensure that these committees' roles and responsibilities are being fulfilled.

#### Clerk's Time-line

##### *August (after Canadian Yearly Meeting)*

- Write thank you notes to retiring directors of the board and initiate exit interview process (see "*Exit Interviews with board members*" sub-section within "*Board of Directors*" section).
- Write welcome notes to incoming members of the corporation (who are, de facto, the board of directors) and give dates for next Board Meeting and time of orientation for new directors.

##### *September*

- Executive Committee meeting.
- Discuss with Staff actions authorized by CFSC August Board Meeting and Yearly Meeting and plans for implementation.
- Prepare for Board Meeting, including plan for orientation of new directors.
- Write a Clerk's letter for the *Annual Appeal and Report* and approve the final text developed by the General Secretary in consultation with staff (who may consult their clerks).

##### *October*

- CFSC Finance Committee meeting.
- Remind Clerk of CFSC Nominating Committee to begin work of identifying CFSC needs and communicating these to the Clerk of CYM Nominating Committee by mid-March.
- Confirm dates for Board Meetings for the next year and pass this information on to CYM office for inclusion in Yearly Meeting Directory. Attend (or send alternate) to

- the CYM Finance Committee meeting.
- CFSC Personnel Committee
- Board Meeting.

#### *November*

- Representative Meeting (can send alternate, such as Associate Clerk).

#### *December*

- Executive Committee meeting.
- Christmas cards to various Friends, Quaker agencies (as led).

#### *January*

- CFSC Finance Committee meeting
- Executive Committee meeting.

#### *February*

- Prepare for Board Meeting.
- Prepare to attend CYM Finance Committee meeting. This responsibility may be delegated to the Treasurer or another member with appropriate skills.
- March.
- CFSC Personnel Committee.
- Board Meeting.

#### *April*

- Prepare and submit Clerk's Report to the General Secretary for Documents in Advance submission by 25 April (full submission sent to CYM Office by General Secretary by 1 May).
- Attend (or send alternate) to CYM Finance Committee meeting.
- Executive Committee meeting (raise planning for CYM sessions<sup>3</sup>)
- Prepare for Representative Meeting in early May.
- Review and update sections of CFSC Manual that relate to role of the Clerk.

#### *May*

- Representative Meeting.

#### *June*

- Executive Committee meeting.
- Invite Corresponding Members, Committee Associates and Friends nominated to serve on Canadian Friends Service Committee (as of the rise of CYM) who are planning to attend Canadian Yearly Meeting to attend any CFSC meeting or programming during CYM.

#### *July and August*

- Finalize plans for Yearly Meeting sessions with the General Secretary.
- Plan orderly transfer of responsibility to incoming Clerk.
- Inform CYM office, Clerks of CYM and Representative Meeting, Monthly Meetings of the name of the incoming Clerk.

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<sup>3</sup> In addition to any business that may be requested to be added to the CYM agenda and special interest groups, CFSC is responsible for providing an evening program at Yearly Meeting every third year, in rotation with other CYM committees (i.e., 2012, 2015, 2018) and CFSC is on the business floor for Reporting and Clearness every four years (i.e., 2012, 2016, 2020).

## **Associate Clerk (2009)**

In addition to what is noted in the letters patent and bylaws of CFSC, the Associate Clerk works in cooperation with the Clerk of CFSC in fulfilling the role of the Clerk. The Clerk delegates tasks and responsibilities to the Associate Clerk who is accountable for their fulfillment to the Clerk, who is ultimately responsible for the overall functioning of CFSC. The Associate Clerk is a member of Executive Committee of CFSC and attends CFSC Personnel Committee as an ex-officio member when requested by the CFSC Clerk.

If the Associate Clerk is asked by the Clerk (or Executive Committee) to attend Canadian Yearly Meeting sessions as an alternate for the Clerk, expenses will be paid in accordance with the CYM "required positions" policy. If the Associate Clerk attends Yearly Meeting in a capacity other than as an alternate to the Clerk, his or her expenses will not be paid.

### **Appointment:**

The position of Associate Clerk is filled annually by the CFSC Nominating Committee and approved by the members of the corporation at the Annual General Meeting.

## **Recording Clerk (2009)**

The Recording Clerk serves the board of directors by drafting the minutes of the session for reading back and approval by the board prior to the end of each particular session.

The position of Recording Clerk is filled annually by the CFSC Nominating Committee and approved by the members of the corporation at the Annual General Meeting.

If Co-Recording Clerks are appointed at the AGM, one will agree to fulfill the role of Recording Clerk on the Executive Committee which fulfills functions of the board of directors between meetings.

## **Treasurer (2008)**

The Treasurer assumes overall responsibility for the care of CFSC finances as outlined in the Bylaws of the Corporation:

The treasurer shall have the custody of the funds and securities of the Corporation and shall keep full and accurate accounts of all assets, liabilities, receipts and disbursements of the Corporation in the books belonging to the corporation and shall deposit all monies, securities and other valuable effects in the name and to the credit of the Corporation in such chartered bank or trust company, or, in the case of securities, in such registered dealer in securities as may be designated by the board of directors from time to time. He shall disburse the funds of the Corporation as may be directed by proper authority taking proper vouchers for such disbursements, and shall render to the Clerk and directors at the regular meeting of the board of directors, or whenever they may require it, an accounting of all the transactions and a statement of the financial position, of the corporation. He shall

also perform such other duties as may from time to time be directed by the board of directors.

The Treasurer works in close cooperation with the Finance Administrator and the General Secretary in making financial decisions.

The Treasurer serves as the Clerk of the Finance Committee and seeks their input and/or approval on decisions related to the financial well-being of CFSC.

The Finance Administrator is responsible to the Treasurer and General Secretary, and through them to the board of CFSC, with regards to job performance.

Responsibilities of the Treasurer include:

- Final authorization on all cheques. The Executive will designate another signing officer who is a member of the CFSC executive-committee to act in the place of the Treasurer in the event of his or her unavailability. The Treasurer will be informed of all authorizations as a matter of course. Monthly disbursements for regular bills (telephone, etc.) and the payroll are paid electronically by the Financial Administrator who keeps a record of these expenditures.
- Ensuring that policies, procedures and equipment are in place to record financial transactions promptly and efficiently. These include, but are not limited to:
  - issuing of donation receipts,
  - recording donor information,
  - making of deposits,
  - paying of bills.
- Ensuring that these transactions are documented so as to provide an audit trail for the CFSC auditor.
- From time to time, reviews the Finance sections of the CFSC POP Manual, with the Finance Administrator and/or General Secretary, for any necessary updates or revisions, which are then brought to the Finance Committee for consideration, and then the Board for approval.
- With the Finance Administrator and General Secretary, reviews the auditor's annual report with the auditor seeking opportunities to improve our policies and practices and then reports to the Finance Committee.
- Meets with the investment brokers annually to review the portfolio and directions. The Finance Administrator and General Secretary are also required to attend this meeting.
- Providing accurate financial reports and analysis on a timely and informative basis to the Executive and to the board of CFSC in order to support decision-making.
- Working with the Finance Administrator and General Secretary on the preparation of annual budgets and longer range financial plans. Presenting these budgets and plans to the Board for approval.
- Ensuring that required Government reports dealing with financial aspects of CFSC (ex., the charity tax return, Industry Canada filing, monthly remittances to Revenue Canada) are prepared and filed on a timely basis.

- When asked by the Clerk of CFSC, represents CFSC at the CYM Finance Committee meetings (or assists in finding an appropriate alternate).
- With the General Secretary, prepares and submits a report on CFSC's investments to the CYM Trustees for their spring meeting.
- In consultation with the Finance Administrator and General Secretary, prepares a Treasurer's Report, based on the year-end statements, for inclusion in CFSC's Annual Report to Canadian Yearly Meeting.
- The Treasurer is consulted by the Finance Administrator and/or General Secretary on the decision-making required when an issue arises that will have financial impacts on CFSC, or that will set a new precedent, and which was not anticipated when the budget was prepared.

#### Treasurer Calendar:

##### *Monthly:*

- Review financial statements
- Liaise with Finance Administrator
- Sign off on cheques and disbursements
- Ensure monthly disbursements to Revenue Canada have occurred

##### *Quarterly:*

- Review quarterly investment statements

##### *January/February:*

- Attend CFSC Executive Committee Meeting
- Work with staff on final budget
- Finance Committee meeting

##### *March:*

- Attend CFSC Board Meetings
- With the General Secretary, prepare investment report for CYM Trustees

##### *April/May:*

- Ensure General Secretary has completed Industry Canada filing
- Prepares Treasurer's Report for CFSC's Annual Report to Canadian Yearly Meeting

##### *June/July:*

- Recommendation to Finance Committee about increasing Fischer Income Fund
- Meeting with auditor
- Attend CFSC Executive Meeting

##### *September/October:*

- Attend CFSC Executive Committee meeting
- Work with staff on draft budget
- Ensure Finance Administrator has completed Charity Tax Return (due 30 September)
- Meeting with investment brokers
- Finance Committee meeting
- Attend CFSC Board Meetings

##### *December:*

- Attend CFSC Executive Committee meeting



## **Young Friends Representative (2007)**

### **Naming**

Young Friends Representative is named by CYFYM annually, for a one year term, at CYM in session in August. The term is renewable for a 2nd year. If a Young Friend is subsequently named as a regular member of CFSC immediately following a term as YF rep, the term served as YF rep will count towards the maximum consecutive service of 6 years.

### **Travel and Meals**

- Attends meetings held in Toronto in October and March. Meetings begin on Friday morning and continue through to Sunday afternoon. Reimbursement for travel costs is available from CYM, or arrangements may be made for CYM office to pay travel costs directly.
- There is no charge for accommodation at Friends House during meetings. Meals are provided at a pay-as-you-can cost of \$25 for the weekend, with the exception of the Saturday evening meal. On Saturday evenings, Friends go out to nearby restaurants, visit family and friends, or may prepare a simple meal in the communal kitchen. There are grocery stores and inexpensive restaurants within easy walking distance.
- Friends are responsible for arranging for their own transportation, including travel to and from the airport/bus/train station. (See special instructions for Young Friends under 18.) CFSC will send out information in advance to enable Friends to book flights, such as a discount code to use with a specific airline or contact information for the CFSC travel agent. Information on public transit options will be provided upon request.
- Evenings are free time. There are no evening meetings and committee-sponsored events are discouraged so that Friends can rest and have fellowship together. If an event is scheduled, attendance is optional (even if you serve on the committee sponsoring it) and the event is usually open to Friends from Toronto and other nearby Meetings.

### **Work Expectations**

The Young Friend is considered to be a full member of the board of CFSC. She/he will:

- Attend Spring and Fall Board Meetings.
- Serve on a Program Committee: QPASCC, QAAC, or QFJ. Program committees meet during the Board Meeting.
- Read documents that are circulated by the CFSC office and your program committee, and respond as necessary.
- Arrive at meetings prepared to participate in discussion and decisions.
- Participate in communications and committee work between meetings.
- Assist in planning CFSC presentations for CYM.
- Be an ambassador for CFSC in your MM, at regional gatherings, and among YFs.
- Perhaps contribute an article to Quaker Concern or the Canadian Friend.

### **Special Information for Friends Under 18:**

Young Friends who are under 18 years of age must:

- Complete and have a parent/guardian sign a consent/medical release form.
- Arrange for an on-site adult sponsor at the GM, who will be responsible for:
  - Assuring that the YF is met at their point of arrival in Toronto and returned

- to their point of departure after the meeting.
  - o Knowing the whereabouts of the YF while the YF is in Toronto for the GM.
  - o Determining the need for, and arranging, supervision of the YF during times when there is no program.
- The parent/guardian, if the Young Friend is under the age of majority, and the Young Friend must each sign a copy of this document, which is to be submitted to the CFSC office by Sept. 1. For Young Friends under the age of 18 an adult sponsor must be identified prior to the Board Meeting in October.

## **Due Diligence (2005, 2011)**

### Policy

CFSC practices due diligence in developing, reviewing, and approving projects and funding under its care to ensure that Friends' resources are not allocated to purposes contrary to our pacifist principles. Due diligence within CFSC includes:

- The CFSC General Secretary stays abreast of legislative developments in anti-terrorism and other relevant legislation that affects charities and informs the staff and Executive Committee of developments. The Executive brings any concerns or suggested actions to the attention of the CFSC Board.
- The CFSC General Secretary monitors developments in the field of ethical standards relevant to the work undertaken by CFSC, and recommends review of policy when needed. CFSC complies with the Code of Ethics of the Canadian Council for International Cooperation (CCIC), which includes a periodic review of policy and practices. CFSC is a member of CCIC.
- Given that undertaking various forms of due diligence is mandatory under Canadian law (including the fiduciary obligations of directors to protect charitable property), staff of CFSC will screen potential (and existing) CFSC projects and grant applications using CFSC's due diligence procedures. Projects or grant applications that do not meet the requirements set out in the procedures are discussed with relevant partners or applicants to see if action can be taken to bring the project or grant into alignment. If not, the project or grant will not be approved.
- All potential CFSC board members and staff will be advised that, given the Anti-Terrorism Act, CSIS may carry out a security check on them.
- Corruption is recognized as having a serious impact on the success of overseas development projects. Friends' testimony of integrity calls upon CFSC to ensure that funds are used appropriately on projects in Canada and overseas, as all donors should expect. All CFSC board members, staff, volunteers, partners, and sub-contractors are advised that no payment of bribes or other types of corruption are acceptable in the course of CFSC activities. If a CFSC board member, staff, volunteer, partners or sub-contractor is currently under sanction for an offence involving bribery or corruption imposed by a development bank or a country donor of development assistance, or has been convicted, in the last three years, by a court of law in Canada or abroad, for an offence involving bribery or corruption, they are to report this to the Clerk and General Secretary of CFSC as it may affect CFSC's ability to partner with CIDA and other funders.

- Partnership Agreements, Agency Agreements, and/or letters of Agreement will be completed for all CFSC projects and grants. Agreements will outline the terms and obligations of the project partner or grant recipient and of CFSC. It will also include a release and indemnity of CFSC for any and all losses, and any legal responsibilities, in the event of non-compliance with the terms of the Agreement. Funds will only be disbursed when both parties have signed the Agreement, or otherwise confirmed acceptance of the terms.
- The CFSC General Secretary will regularly obtain information on “listed entities” (i.e., persons/organizations listed as terrorists or terrorist organizations by the Canadian Government). Information will be shared with staff who will then review the data base, projects, and grants to see if there are any “listed entities”. If so, it will be raised immediately with the Executive Committee of CFSC by the General Secretary.

Procedures (for projects with, and grants to, partner organizations or individuals)

*Purpose of due diligence procedures*

- To document the activities of CFSC, ensuring that they are in keeping with our goals;
- To meet Canada Revenue Agency (CRA) expectations, documenting activities so that a judgement can be made about whether our activities continue to be charitable within their definition;
- To meet general accountability expectations of donors; and
- To meet requirements of other organizations with which CFSC may enter into agreements.

*Project Application*

- Application: CFSC’s program committees each have their own application procedures for projects (see relevant information in POP Manual). Completed applications provide information about the partner organization – or person – and address eligibility for CFSC funding, the project’s goals and objectives, its relationship to CFSC’s goals (if relevant), and its ability to carry out and be accountable for project activities and the funds requested in the proposed budget. In most instances, applications are to be accompanied by a minute of support from a Monthly Meeting within Canadian Yearly Meeting.
- Approval of Application: After receipt of an application, the appropriate CFSC staff person may contact the applicant to clarify information on the application. Applications are then presented to the appropriate program committee or, on occasion, the Executive Committee. The committee considers the organization’s – or person’s – capacity to meet CFSC’s accountability requirements and whether the proposed activities fit CFSC’s goals. The approval process sometimes involves some further adaptation of the proposed project to increase its effectiveness or its fit with CFSC’s capacity and expectations. For new partner organizations, committees may request additional information, such as previous annual reports or project reports, letters of reference, etc. It is optimal if the approving program committee can minute how the activities of the project fit the goals of CFSC. Where appropriate (particularly international projects), monitoring and evaluation visits should be made.

*Funding Agreement*

- Agency and Partnership Agreements Agency and Partnership Agreements are required for overseas or out-of-country projects and substantive in-country projects. Canada Revenue Agency requires that a signed Agreement be in place before funds are transferred out-of-country (see examples in Appendix). In an Agency Agreement, the project's activities and objectives are listed on the first page, along with full contact information. A copy of the approved budget should be attached to the agreement. Agency Agreements are also prepared when making contributions to Quaker organisations outside Canada with which we work in partnership on an ongoing basis (ex., the Quaker UN Offices). In such cases, an Annual Report and Financial Statements are required as a part of reporting rather than the submission of a budget. Note also that the partner must retain original receipts for seven years, or, failing that, to send them to CFSC (this is required by CRA). In some cases, CFSC may ask for original receipts to be sent directly to them with the financial reports.
- In cases where CFSC is joining with others in raising funds for the project activities, a Partnership Agreement is prepared (see example in Appendix). To date, this is most relevant to international projects. This specifies budgetary and reporting expectations of all partners, usually laying out a schedule for interim reports during the implementation phase.
- Two originals of Agency Agreements and/or Partnership Agreements are signed by the appropriate CFSC staff person and the signing officer for the partner. The partner keeps one original, and the other is kept in CFSC's central agency agreement binder in the Toronto office. The staff person responsible for the project keeps a copy in the project files.
- Letter of Agreement With regards to projects and grants to individuals or to most projects within Canada, a Letter of Agreement is drafted and sent to the partner or grant recipient (see example in Appendix). The letter outlines the terms of the funding: original receipts are to be submitted for the amount of funding received or copies of receipts with notice of what organisation is holding the originals (or a T4 will be issued for individuals); where possible, a record of accounting for the project or a copy of the organisation's annual report and financial statements; a report on the project stating how it has met its goals. For Canada-based grants only, the letter will clearly state that by accepting funding (i.e. cashing/depositing the cheque), the recipient is agreeing to the terms laid out in the Letter of Agreement. All overseas agreements require a returned, signed copy of the agreement before funding can be released.
- Receipts for memberships and expense reimbursements CFSC and its committees make contributions to organisations of which we are members. In such cases, a receipt for the membership contribution is required for accounting purposes. Receipts for expenditures by staff or committee members must be submitted in a timely manner (within 2 months) for reimbursement. Contact the Finance Administrator for information on preparing an expense reimbursement.

### *Project Reporting*

All projects require some form of reporting to fulfil the grant obligations. Terms are outlined in the signed agreements. Generally, reports are submitted by mail or email and include a narrative section and a financial section. On occasion, a staff or committee member will gather this information orally from the grant recipient and compile it into a reporting document on the grant. Committees are encouraged to develop and use a

standard checklist to gather such information if they are employing this method of project reporting. The narrative section of the report covers project activities (as defined in the funding agreement) and may include reflections on the experience of partnering with CFSC. The financial section includes a listing of all sources of income and categories of expenses (with totals). As noted, funds must be accounted for in the reporting. Agency Agreements may also require submission of Annual Reports and Financial Statements. Often, lessons learned from the project are discussed by programme committees at Board Meetings. Reports can help in the evolution and planning of the CFSC programme.

#### *Additional Terms for International Projects*

- Reporting Schedule If the project's duration is longer than one year, a reporting schedule is included in the agency or partnership agreement, and payments are contingent upon receipt of satisfactory reports.
- Monitoring and Evaluation CFSC arranges for monitoring and evaluation visits to projects, **especially those projects which are more than 18 months and involve over \$5,000 CDN annually**. As a guideline, we plan for one visit to each region of the world where we have funded partners in each eighteen-month period.
- Interim Reports Interim reports are summarized orally by staff for the programme committee at the spring and fall Board Meetings.

#### *Project Files retained by CFSC*

Staff will open a file for each project being funded. Each file should contain the following information:

- Application
- Monthly Meeting minute of support (if relevant)
- copy of signed Agency or Partnership Agreement, or Letter of Agreement
- copy of signed contract with third party, such as CIDA, if applicable (if relevant)
- copies of interim and final reports (including financial reporting)
- copies of cheque requisitions for transfers or disbursement
- copies of receipts for transfers of funds (if relevant)
- copies of formal correspondence
- Annual Reports and Financial Statements (if relevant)

## **Personal Information Policy (2012)**

### Commitment to Privacy

The Canadian Friends Service Committee (Quakers) is committed to protecting the privacy, confidentiality, accuracy, and security of personal information that is collected, used, retained, and disclosed in compliance with applicable federal and provincial privacy legislation. This includes, but is not limited to, the federal Personal Information Protection and Electronic Documents Act (PIPEDA) (2000, c.5). For more detailed information, please refer to the following: <http://laws.justice.gc.ca/en/P-8.6/index.html>

Privacy legislation, including the federal Personal Information Protection and Electronic Documents Act (PIPEDA) and provincial and territorial legislation, establishes rules for the collection, use and disclosure of "personal information." It addresses two issues:

- the way that Canadian Friends Service Committee collects, uses, discloses, and protects personal information; and

- the right of individuals to access personal information about themselves.

#### The 10 Principles

Canadian Friends Service Committee will follow the [10 principles](#) for handling personal information as set out in Schedule 1 of the Personal Information Protection and Electronics Document Act of Canada (PIPEDA). These principles are:

1. *Accountability*: organizations are accountable for the personal information they collect, use, retain and disclose in the course of their commercial activities, including, but not limited to, the appointment of a Chief Privacy Officer;
2. *Identifying Purposes*: organizations are to explain the purposes for which the information is being used at the time of collection and can only be used for those purposes;
3. *Consent*: organizations must obtain an Individual's express or implied consent when they collect, use, or disclose the individual's personal information;
4. *Limiting Collection*: the collection of personal information must be limited to only the amount and type that is reasonably necessary for the identified purposes;
5. *Limiting Use, Disclosure and Retention*: personal information must be used for only the identified purposes, and must not be disclosed to third parties unless the Individual consents to the alternative use or disclosure;
6. *Accuracy*: organizations are required to keep personal information in active files accurate and up-to-date;
7. *Safeguards*: organizations are to use physical, organizational, and technological safeguards to protect personal information from unauthorized access or disclosure.
8. *Openness*: organizations must inform their clients and train their employees about their privacy policies and procedures;
9. *Individual Access*: an individual has a right to access personal information held by an organization and to challenge its accuracy if need be; and
10. *Provide Recourse*: organizations are to inform clients and employees of how to bring a request for access, or complaint, to the Chief Privacy Officer, and respond promptly to a request or complaint by the individual.

#### Personal Information

Personal information includes any factual or subjective information, recorded or not, about an identifiable individual—that is, it is information which can, directly or indirectly, identify an individual. Personal information does not include the name, title, business address, or business telephone number of an employee of an organization.

Personal information includes information in any form (e.g., printed/electronic) including home address, home phone number, age, personal e-mail address, race, national or ethnic origin, colour, religion, sexual orientation, marital status, mental or physical disability, family members' names, employee files, identification numbers, evaluations, disciplinary actions, the existence of a dispute and related opinions, comments, social

status, income, credit and bank records, donation information, loan records, or medical records.

All personal information obtained, compiled, maintained, and disclosed for Canadian Friends Service Committee by third-party agents and contractors must comply with standards comparable to this policy and applicable federal/provincial privacy legislation. Contractual provisions requiring such compliance are incorporated into all third party agent and contractor agreements.

#### Collection of Information

Canadian Friends Service Committee collects personal information for the following intended purposes:

- employee records
- salary and benefits records
- information required for organizational records
- fundraising and donor information
- board member information
- legal/regulatory requirements
- distribution of communications and publications

Personal information can only be used for the purposes for which it is collected. Specific permission must be sought if personal information is to be used for any other purpose than that for which it was initially collected.

#### Accountability

Canadian Friends Service Committee is responsible for all personal information in its possession or custody, which means information, whether factual or subjective in nature, about an identifiable individual. This includes personal information that has been transferred to, or received from, a third party in the course of activities or purposes for which consent has been given.

Personal information collected by the Canadian Friends Service Committee includes, but is not limited to, health and financial information, such as

- name and age
- address, telephone number, and e-mail address
- medical records
- identification numbers (such as Social Insurance Number, passport number)
- Next of kin information
- income, assets, and transaction information
- opinions, evaluations, and comments related to health and financial information
- credit records and loan records

#### Safeguards

Canadian Friends Service Committee has a centralized records and archives management process for the collection, management, retention, and disposition of personal information. Categories of individuals for which personal information is being collected and maintained include employees, board members, volunteers, and donors. Personal information is contained in paper and electronic records at the Canadian Friends Service Committee. Each employee of the Canadian Friends Service Committee, whether full-time, part-time, contract, or retired, has confidential and secure personnel, benefits, and payroll files. Donors and third party service providers have files that include confidential

personal information. Databases collect personal information required to accommodate event attendance and programs.

All personal information is the property of the Canadian Friends Service Committee and all individuals have controlled access to their personal information. Personal information is to be stored under lock and key or is password protected if in electronic format, and only certain authorized individuals have access to it.

#### Retention and Transfer of Information

Personal information is retained only as long as it is required to meet any potential obligations or legal or government requirements. Once the personal information is no longer required, it will be destroyed except in cases where federal and/or provincial retention rules apply. When this personal information is no longer required, methods to destroy it are carried out using the same care as is used for preserving this information. In some cases, records are of archival value and transferred to the archives where restrictions are in place consistent with privacy standards.

If personal information is transferred to a third party for processing (for example, when printing cheques, managing claims and client statements, or for data processing) the person or organization providing the services on our behalf are required to protect confidentiality of all information in a manner consistent with that used in the Canadian Friends Service Committee, or as required by law.

#### Access to Personal Information

Each person has the right to access their own personal information that is in the possession or control of the Canadian Friends Service Committee. This right extends to knowing which third parties have received this information from the Canadian Friends Service Committee.

In order to access this personal information, requests should be made in writing to the General Secretary of Canadian Friends Service Committee, who acts as a privacy officer for the organization, stating as specifically as possible which personal information is being requested.

The Canadian Friends Service Committee has the right to refuse a request for access to personal information if:

- the information is protected by solicitor-client privilege
- granting access would reveal confidential financial information
- doing so would reasonably be expected to threaten the safety or security of another individual
- the information was collected for purposes related to the detection and prevention of fraud
- the information was generated in the course of a formal dispute resolution process, or
- the information would likely reveal personal information about another individual

#### Contact Information

For more information, please contact the Canadian Friends Service Committee's General Secretary at [cfsc@quakerservice.ca](mailto:cfsc@quakerservice.ca).



## **Gender Equality (2011)**

### **Policy Statement**

The core Quaker Testimonies – simplicity, equality, peace, integrity, community and ecological sustainability – continue to evolve out of a lived experience of our shared effort to live out these values in the broad human community. These are standards to which we, as Friends, hold ourselves to account. A commitment to equality of persons, including gender equality, is an operating principle of CFSC, both in governance and in program.

We recognize that eliminating gender inequality and cultivating and practicing a culture of gender equality requires changes in the thinking and behaviour of both men and women, and affects relationships in all age groups. In keeping with our practice of partnership, Quakers do not prescribe changes to others, but support them in the activities and strategies that they choose through their own processes of gender analysis (including analysis of decision-making, realization of human rights, access to resources and knowledge) and community development. CFSC also shares what Friends' have learned in our own efforts to become a more equal community.

### **Governance and operations**

Friends have had a commitment to "equality of persons" from our beginnings, and have grown deeper in our interpretation of what that means over generations (class, gender, race, religion, political belief, sexual orientation, etc.), as we have come to more deeply understand and challenge how we have been taught within society to accept certain forms of discrimination. CFSC is committed to being an organization that welcomes people with diverse experience and identities in all roles as the knowledge gained from such can but make us more whole, compassionate, and responsive to the needs of the world. Implementation of this commitment rests with all who serve on CFSC, but in particular, the Personnel Committee and Nominating Committee which have specific roles in identifying staff and volunteers to serve the organization.

### **Overseas development and gender equality**

In its overseas development work, CFSC specifically upholds the following objectives:

- To advance women's equal participation with men as decision makers in shaping the sustainable development of their societies;
- To support women and girls in the realization of their full human rights; and
- To reduce gender inequalities in access to and control over the resources and benefits of development.

To meet these objectives, CFSC undertakes the following procedures:

- CFSC requires that potential overseas development partners address the following questions: How are women involved in decision-making? How are gender barriers addressed in implementation so that women benefit? How was the project concept developed, and how were men and women involved in that development? How are benefits made accessible to everyone, regardless of race, religion, ethnic affiliation, gender, age?
- During visits to overseas development partners, CFSC arranges for opportunities for women to speak to us in absence of men, and vice versa, and we monitor

equality indicators that have been co-developed with the partner in the early phase of implementation.

- Where the need and opportunity arises, CFSC assists partners to get training in relevant skills, usually from resource people local to them.
- If, after sincere dialogue with a partner (or potential partner, if at an early stage), we do not see evidence of a commitment to gender equality bring the relationship to an end.
- The Program Committee that is engaged in an overseas development partnership is responsible for implementing this policy, and for educating staff and volunteers regarding it.

## **Use of Email for CFSC Business (2010)**

CFSC, as a whole committee, meets face-to-face only twice yearly, yet the work of CFSC must proceed in between these meetings. As a result, email has become a critical tool for progressing the ongoing work of CFSC, but this tool has also introduced a range of new challenges.

### **Decision Making via Email**

Discerning the will of the meeting relies on careful communication between everyone involved. Making decisions via email poses several inherent challenges to discernment:

Insuring that all have received and have had a chance to respond to the email: Silence cannot be clearly interpreted as consent in a context where the receipt of the email is in question.

Wording messages with care, while recognizing that written words, without accompanying vocal intonation or facial cues can be limited and can lead to misunderstandings.

Some simple steps can overcome a number of the challenges that email poses to decision making in the ways of Friends:

- When sending an email, the sender should indicate clearly the date by which a response is expected, and whether the response should be sent using reply or reply-all (see also section 2b on email courtesy below).
- When an email is received, the recipient should answer promptly. If the matter requires additional consideration or if the recipient cannot attend to the email promptly, the recipient should still send a brief reply indicating that the email was received. If possible, the recipient should indicate a time by which he or she expects to be able to respond. We should be mindful to avoid adding new recipients to the cc or bcc line.
- Be cognizant that the receiver cannot "hear" the intonation of your words. Keep the phrasing plain and simple to avoid unintentional misunderstandings.
- As in a Quaker business meeting, take a short period of worshipful consideration before composing a reply and again before sending the reply.

Committees should consider carefully which items of business can be managed effectively by email, and which items might be better handled in person or through conference call.

If it becomes clear during the email exchange that the item of business is more complex than initially presumed, it may be useful to lay the item down until it can be handled in a more direct workshop environment.

When used effectively, email can be a great aid to service. Completing straightforward decisions by email may open more time for careful consideration of more difficult decisions in person.

#### Email courtesy

As a fast and immediate tool, email can be highly convenient, but when misused, it can also carry the risk of becoming an intrusive annoyance or even a source of serious breeches of privacy. The following guidelines are intended to reduce these risks.

#### *Uses of the email fields TO, CC, and BCC:*

- The TO field is used to address the primary recipients of the email. Use this field when sending to recipients who are expected to read and reply to the email
- The CC field is used to send a copy of the email to individuals who need to be kept apprised of the ongoing discussion but who may not be directly involved, and from whom a reply might not be expected
- The BCC field is used to send an email without revealing the identity or email addresses of those receiving the email. This is helpful when sending an email to a group of people who may not know one another, or who have not given permission to have their email address shared with other email recipients. It should never be used in a deceptive manner.

#### *Urgency of response:*

Messages should be flagged to reflect their urgency. In turn, board members and staff should let the sender know if they are unable to devote time to a message and should let their committee clerk and/or relevant staff know if they are intending to be out of email contact for a while.

#### *Reply versus Reply-All:*

Reply sends the reply message only to the original sender, while reply-all sends the reply message both to the sender and to all other recipients of the original email. The overuse of reply-all can be a frequent frustration when managing the volume of received emails, and can result in a breach of privacy if personal information is unintentionally widely distributed to all recipients. On the other hand, in the context of conducting business in the manner of Friends, reply-all is often an essential part of ensuring that all voices are heard and considered during decision making. To aid in clarity, and to serve as a reminder to all recipients, the original sender should indicate plainly in their email whether responses should be made using reply or reply-all.

#### *Email forwarding*

Email forwarding is another area where privacy protection is of great concern. Don't assume the original sender is comfortable having their email forwarded onto others. Before forwarding an email, or adding people to the original distribution list, check with the original sender to obtain their permission. If the new recipient is not known to the original sender, remove the header and email address information from the body of the forwarded email to protect the privacy of the original sender. A forwarded email may include the text of many earlier communications. Ensure that you check the full content and not just the latest contribution.

### *Attachments*

Large attachments (> 500 KB) can overwhelm and block small inboxes. Check with the intended recipient first before sending a large file.

### *Listserve*

Some CFSC program committees make use of listserve to manage email send-outs to the group. When receiving an email through a listserve, reply to the listserve, rather than to the individual sender, unless specifically otherwise requested.

It is worth being mindful that Friends serving on CFSC may arrive with differing degrees of familiarity with email use, and may not have easy and ready access to email on a daily basis. If a prompt decision is needed, or if a reply is not being received, it may be helpful to contact that Friend through an alternate medium, such as telephone.

## **Corresponding Members (2007)**

Corresponding Members are appointed through CYM, at the request of CFSC. They most often are brought in to serve a specific function or fill a particular role, such as treasurer or personnel clerk. They are full Members of the Committee, but are not required to attend meetings. They receive all Board Meeting documents, and Standing Committee documents as appropriate. They are expected to participate as fully as possible in the decision-making. Corresponding members are in addition to the regular number of CFSC Members.

## **Associate Members (2007)**

Committee Associates are named because they are interested in and want to work with a specific Standing Committee, generally on a focused issue. The wisdom of experienced committee members and of individuals working in the field is much valued by new and continuing members, and the Associate Member mechanism allows the committee to access that experience. In program work, Associate Member status can enable involvement in an ongoing project to continue uninterrupted, even though the committee member is rotating off CFSC.

The exact role of an Associate Member varies according to the work undertaken and the methods of the program committee they are associated with. However, naming an Associate Member differs from supporting a Friend who is following a leading. An Associate may, for example, speak on behalf of the Committee on his/her topic of expertise (subject to the Committee's approval). Being an Associate Member, formally named, may also give her/him standing when speaking with other partners. It is the responsibility of the Associates to keep in touch with the area of work in which they have a special interest, and to advise the Clerk of the Standing Committee as needed.

Associates' names are submitted by the Standing Committee to the Executive or to the Board for confirmation. It is the responsibility of the Clerk of the Standing Committee to see that this is done. Appointment is on an annual basis, and may be renewed according to the discernment of the Standing Committee. Appointment as an Associate Member

should not be perfunctory or automatic, but should have a clear rationale and statement of role for the member. In particular, when a retiring member is named as a Associate the clerk of the standing committee will review with that member the change in their role in relation to the committee.

Associates may receive all the correspondence of the Standing Committee, and participate in committee discussions where appropriate. However, since CFSC is a committee of CYM, and Associates are not appointed by or approved by CYM, Associates do not participate in decision-making. They are not expected to attend meetings, but may if they are able. There is no funding to cover travel costs of Associate Members.

# **Standing Committees of CFSC**

## ***Administrative Committees***

### **CFSC Nominating Committee (2008)**

CFSC is a Standing Committee of CYM. It is not a representative meeting and members are not appointed to represent any group or geographical area. CFSC members are chosen for their uniqueness, for who they are and for the particular knowledge, experience and skills they can contribute. Because of this uniqueness there can be no alternate for an individual member. However CFSC meetings are usually open and any interested persons may attend.

There are three appointing bodies that affect the make-up of CFSC and its various Committees:

- CYM appoints the membership of CYM Standing Committees, including CFSC.
- From its membership, the CFSC Board appoints the Clerk, Recording Clerk, Treasurer, members of the Nominating Committee and members of the Personnel Committee.
- CFSC Standing Committees appoint their own Clerks.

#### **Responsibilities:**

- Searches for CFSC Members willing to be named to the following positions: Clerk, Recording Clerk, Treasurer, Executive Members-At-Large, members of Personnel Committee, and others as requested from time to time.
- Ensures new appointees are apprised of their responsibilities.
- Reviews the list of continuing CFSC members and determines which Standing Committees will need new members to replace retiring members. This includes identifying CFSC members who will be completing their first three-year term and could be invited to consider a second three-year term. Continuing members must be nominated for second three-year terms and approved by CYM in August. Nominating Committee should consult with the Executive and Standing Committee Clerks before asking (nominating) a member to serve a second term.
- Considers the geographical distribution of members and determines if some regions require additional Members keeping in mind that CFSC is a national committee and not a Representative Committee.
- Forwards the results of the review and needs assessment to the Clerk of CYM Nominating Committee, who prepares a list of nominees for membership on CFSC and presents it to Yearly Meeting for approval.
- If CFSC, by virtue of its involvement with inter-church coalitions, is knowledgeable about qualified Friends who could be nominated for positions on these coalitions, the information should be forwarded by CFSC Nominating Committee to the Clerk of CYM Nominating Committee.
- The Nominating Committee may from time to time wish to propose the names of qualified Friends known to CFSC and interested in having their names brought forward for service with CFSC. Such names should be approved by the Executive Committee in consultation with Standing Committee Clerks prior to forwarding them to CYM Nomination Committee.
- CFSC Nominating Committee will consult a candidate's Monthly Meeting prior to putting a name forward as a representative on an outside body.

- Receives information from the Exit Interviews conducted with board members and affiliates (Associate Members, Corresponding members, non-CFSC members serving on administration committees) to improve processes and future goals, etc. (see *"Exit Interviews with board members" sub-section within "Board of Directors" section*).

#### Composition of CFSC Nominating Committee:

Members are nominated by a Naming Committee for approval by the membership at the Fall Board Meeting. Appointments are for three years. If a member completes their CFSC term before completing their Nominating Committee term, they will continue on Nominating Committee as an Associate Member until their term is completed. If a member has stepped down before their three-years service is completed, the incoming new member will be appointed for a full three-year term. The Committee may consist of three to five members. Usually there is representation from Eastern, Central and Western Canada.

#### The Role of the Nominating Committee Clerk

The Clerk of Nominating Committee is named by CFSC Naming Committee and must be a member of CFSC. The appointment is for one year with the option to renew yearly for a maximum of three years.

Clerks Nominating Committee meetings or delegates responsibility for this task to another member of the Nominating Committee.

Meets with, or corresponding by letter or phone, with other Members of the Nominating Committee as frequently as necessary.

Keeps in close contact with the Clerks of CYM Nominating Committee and with the Clerk of CFSC.

The Clerk sends information, i.e. resignation of members between terms, to the Clerk of CFSC, the CFSC General Secretary and to Clerk of CYM Nominating Committee.

#### Nominating Committee Calendar

CFSC Nominations Committee is active throughout the year not just before the October and March CFSC board meetings. Because of the scattered nature of Canadian Friends, it is important to be aware of needs and seize any opportunity for face-to-face contact with potential nominees, e.g. at CYM, Half-Yearly Meetings, Regional Gatherings etc. Face-to-face contacts are much more effective than any other form of communication.

Reports may be required before each meeting of the CFSC Executive Committee as well as at the time of the Board Meetings in the spring and fall.

#### *September:*

- Administrative Committee members, working group members and officers (i.e. treasurer, recording clerk, etc.) approached to see whether they wish to continue to serve.
- Friends contacted for Housekeeping and Kitchen Liaison duties. Normally effort is made to rotate these tasks around the Board so that everyone serves at least once for one of the tasks. It is helpful to have continuity with Kitchen Liaison.
- Report written for the Board listing CFSC Nominating Committee activities since March and administrative committee members, working group members and officers who wish to continue to serve. This list is to be sent to the General

Secretary for inclusion in the Board docket that is emailed to members around mid-October.

- Nominations report for the Annual General Meeting also prepared. This report lists names of all the Friends named as members of CFSC by CYM who are brought forward to appointment as the Board of CFSC. In addition, the officers of CFSC are named in this report (but not in the report to the Board).

#### *October Board Meeting:*

- Check-in with the Clerk of CFSC regarding information gleaned from exit interview conducted with CFSC members who completed their service at the rise of Yearly Meeting (see *"Exit Interviews with board members" sub-section within "Board of Directors" section*).
- Nominations come to the Board and Annual General Meeting for approval.
- Board asked to appoint a Naming Committee to bring names forward to the Board for CFSC Nominations Committee. The Committee has three members, on staggered three-year terms, so be it a new member or a re-appointment of an existing member, a Naming Committee is required to do this work.
- Liaise with Clerk and member of the Executive for possible gaps to identify needs in the coming year and the names of people with gifts within CFSC.
- Ask committee clerks for specific requirements for their committees (e.g., ideal number of committee members, specific skills/interests desired, more Young Friends, etc.).
- Consult with the CFSC Clerk and General Secretary regarding specific needs for CFSC.
- Ask committee clerks whether they recommend asking members whose first three-year term has come to an end to serve another term;
- Hold a face-to-face meeting with other members of CFSC Nominating Committee if possible, including CFSC Clerk and members of the Executive if necessary, to identify upcoming vacancies.

#### *January:*

- Read over list of CFSC Board members and note those whose terms expire next August. Note the committees to which those Friends belong and where there may therefore be vacancies.
- Start outreach with Board members to identify names of people with the gifts to serve on CFSC.
- As necessary, consult with the Clerk of CFSC and Executive Committee for information about forthcoming needs and potential gaps (e.g., Friends who leave before their term is over) as well as for recommendations of Friends to serve.
- Expect to receive the nominations package from CYM Nominating Committee Clerk. For new nominations to CFSC, complete the form on page 8, including each person's special interest/qualifications. Also complete the form on page 9, which is a summary of all nominations and includes the names of existing members whose terms are being renewed. A minute from the Monthly Meeting is required for attenders, and desirable for nominees who are members of the Religious Society of Friends.

#### *February:*

- As program committees may bring forward names of Friends to be considered by the board to be nominated to serve on CFSC at the March board meeting, CFSC Nominating Committee will forward two sets of information to program committees in February: a) the information needed by CYM Nominating Committee when a name for service on the Board is submitted to that committee



in mid to late March and b) the CFSC member orientation package to let prospective members know the expectations of service on the Board.

- Friends contacted for Housekeeping and Kitchen Liaison duties. Normally effort is made to rotate these tasks around the Board so that everyone serves at least once for one of the tasks. It is helpful to have continuity with kitchen liaison.
- Write report for the March Board Meeting, including nominations coming forward, any policy recommendations, concerns, etc.

*March Board Meeting:*

- Nominations come to the Board for approval.
- Liaise with the Clerk and members of Executive for possible gaps to identify needs in the coming year and the names of people with gifts within CFSC.
- Hold a face-to-face meeting with other members of Nominating Committee if possible, including CFSC Clerk and members of the Executive if necessary, to identify upcoming vacancies.

*March:*

- Identify for CYM Nominations Committee gaps needed to be filled and provide them with the information to be able to discern the names of appropriate Friends to serve – i.e., specific Committees, Clerk, etc. Send requests to them before the end of March.

*August:*

- CYM: If CFSC Nominating Committee members attend, this is a good time for informal conversations with various Friends who are being named to CFSC this year as well as a chance to identify possible new names to bring forward for service in future years. It is also a chance to liaise with the CFSC Clerk and any Executive members in attendance on upcoming needs.

*October – March:*

- Active engagement with individual Friends and Meetings to identify Friends who have gifts that would enhance the functioning and witness of CFSC. It would be useful to keep a database or record of such names and the skills and gifts they could bring, as a resource for ongoing nominations work.

## **CFSC Finance Committee (2008)**

Membership:

Members are appointed by the CFSC Board and can be members of the board of CFSC or Friends with financial skills.

The Treasurer of CFSC serves as the Clerk of the Finance Committee.

The Finance Committee generally meets by telephone conference call or via email to attend to business. Meets twice per year and at the call of the Clerk.

Functions/responsibilities:

*Budget:*

- Reviews the draft budget in January, before its presentation to the Executive.
- Reviews and recommends the final budget for approval to the CFSC Board in the spring.

*Audit:*

- Reviews the report of the meeting between the auditor and the Treasurer, Finance Administrator and General Secretary to discuss and plan any recommended policy or practice changes.
- Recommends the audited financial statements for approval to the fall Board Meeting.

*Investments:*

- Ensure appropriate implementation of the Investment Policy.
- Review and recommend appropriate investment policies and procedures to the board of CFSC.
- Review the investment portfolio and investment plan at least once a year (preferably in conjunction with the meeting to review the draft budget).
- Make decisions on investment acquisitions and divestments, based on recommendations from the investment broker and/or Treasurer.

*General financial health and fiduciary responsibility:*

- Develop and revise financial policy and procedures as needed, bringing recommendations to CFSC Board for approval.
- Review the most recent monthly financial statements at each meeting for comment and presentation to the CFSC Board.
- Review of the right use of Fischer Income Fund and Alternative Investment Fund, and other Funds, every five years (2010, 2015, etc.).
- At the year-end, decide on any internal fund transfers (such as increasing the balance of the Fischer Income Fund).
- Reports on the financial health of CFSC to the board of CFSC.
- Available for consultation to the Treasurer, Financial Administrator, and General Secretary as individual members and as a committee as needed.

Finance Committee Calendar

*Periodic:*

- Decisions related to investment portfolio
- Decisions related to internal Fund transfers
- Review of Funds (every 5 years)
- Reviews and consider changes to the finance sections of the POP Manual

*January/February:*

- Review most recent financial statements
- Review draft budget in January
- Final budget recommendation prepared for the CFSC Board
- Review report on investment performance for the CFSC Board

*September/October:*

- Report on meeting of Treasurer, Finance Administrator and General Secretary with the investment broker
- Review of investment portfolio and directions
- Report on the meeting with the auditor
- Review and recommendation of the audited financial statements to the CFSC Board

### Mandate

The mandate of the Canadian Friends Service Committee (CFSC) Fundraising Committee is to work with board members of CFSC, Canadian Monthly Meetings, and individual Friends to encourage their financial support of CFSC.

Members of the CFSC Fundraising Committee will identify and support Monthly Meeting Advocates (including themselves) who will seek to increase or secure new Monthly Meeting donations. They will also become an advocate for CFSC fund raising with individual members of the Society of Friends.

The Committee designs and undertakes fundraising activities under the guidance of the CFSC Executive Committee with limited support from CFSC Staff. CFSC Staff is responsible for fundraising from non-Quaker sources and the CFSC Annual Appeal.

### Accountability

The Fundraising Committee reports on plans and activities to the Executive Committee.

### Membership

Members are appointed by the CFSC Board and can be members of the board of CFSC or Friends with fundraising skills.

### Clerk

The Clerk of the Fundraising Committee should be a currently serving member of the CFSC board of directors.

### Relationship with Finance Committee

The Clerk of the Fundraising Committee will be an ex-officio member of the Finance Committee. The Clerk of the Finance Committee will be ex-officio member of the Fundraising Committee.

### Functions/responsibilities

#### *Annual goals and tasks:*

The following "tasks" would be expanded and firmed up by committee decisions.

- To determine a range of reasonable donations from meetings and Individuals, based on information provided by staff from the database.
- In consultation with the CFSC Finance Committee determine an annual fundraising goal for new donations from meetings and Friends in Canada in support of the work of CFSC.
- Determine average per capita fundraising goals/benchmarks per individual Friend in Canada.
- Determine procedures for linking up donors willing to make pre-authorized donations with the Toronto office for the necessary arrangements.
- Engage with the Executive Committee to agree on donation goals to enrich existing donations from Meetings and individuals and secure new donors.
- Seek to increase participation in pre-authorized debit and to have existing pre-authorized debit donors increase their monthly donation.

#### *Board member engagement*

- Counsel and encourage CFSC board members to participate in CFSC fundraising efforts in their Monthly Meetings (MMs) and regional gatherings. The term "Monthly Meeting Advocate" is a useful nomenclature.

- Board members are reminded that they have a responsibility to assure the financial stability of CFSC.

#### *Monthly Meetings*

- The Fundraising Committee and or the CFSC MM advocate will raise MM awareness of the work of CFSC and encourage increased financial support from the MM.

#### Special Events

- Organize and execute special fundraising events around certain aspects of the work of CFSC.
- Organize and execute special fundraising events around instances of specific needs.
- Support individual Friends who are lead to organize CFSC fundraising events in their Monthly Meetings or regional gatherings.
- Organize and execute special fundraising events or fundraising awareness events at regional gatherings and at Canadian Yearly Meeting in Session.

#### *Reporting*

- The CFSC Finance Administrator shall receive all monies collected.
- The CFSC Fundraising Committee will report on their current activities to CFSC Executive Committee.
- The CFSC Fundraising Committee has agenda time to report semi-annually to the CFSC Board of Directors at each Board Meeting.

### **CFSC Personnel Committee (2011)**

The CFSC Personnel Committee is an Administrative Committee of the Board of CFSC. It reports to the Board and the Executive Committee. It is also a subcommittee of Canadian Yearly Meeting's Personnel Policy Committee.

#### Membership of CFSC Personnel Committee

There are normally at least four members of the Personnel Committee. The Clerk, who must be a member or corresponding member of CFSC, a Staff Representative and at least two other persons of which at least one should be a current CFSC board member. CFSC Nominating Committee brings forward the names of prospective members of the Personnel Committee to the Board of CFSC for consideration and approval. Personnel Committee is welcome to suggest names for service on the Committee. The staff appoint the staff representative, as well as an alternate.

#### Responsibilities of Personnel Committee

- Implements the Personnel Policies of CFSC and of Canadian Yearly Meeting.
- Meets regularly and reports to the Executive Committee and to the CFSC Board and keeps the Canadian Yearly Meeting Personnel Committee informed about all concerns, changes in staff and all policy changes.
- Reviews job descriptions regularly at the time of performance appraisals of employees.
- Reviews project proposals that involve significant program expansion prior to their approval for their personnel implications.
- Appoints Hiring Committees, which include one member of Personnel Committee.
- Ensures offers of employment and contract renewals are completed.

- Works with staff and relevant clerks to orient new employees by ensuring they:
  - Receive information about CFSC, its structure, finances, and accountability; (Policy, Organization and Procedure Manual)
  - understand the role of employees in implementing Committee policies and decisions.
  - Appoints Committees of Care for employees in consultation with individual employees and checks in with them annually. Personnel ensures that Committees of Care receive the terms of reference for this role.

#### Personnel decisions with a financial implication:

Personnel will send any decision that has financial implication to Finance Committee for consideration and, if necessary, to the Executive for a final decision.

#### Conflicts of interest:

If a matter arises which appears to place a member of CFSC Personnel Committee in a conflict of interest, s/he will be asked to withdraw during the discussion of the matter. When this involves a staff representative, the alternate staff representative will be asked to join the committee for the discussion.

#### Clerk of CFSC Personnel Committee

##### Role:

The Clerk accepts responsibility for the overall functioning of CFSC Personnel Committee.

##### Appointment:

The Clerk is appointed by CFSC Personnel Committee. S/he must be a member or corresponding member of the Board of CFSC.

##### Responsibilities:

The Clerk fulfills the role through:

##### *Committee tasks*

- Presiding at CFSC Personnel Committee Meetings (March, October, and, as needed, conference calls).
- Working with the Staff Representative to prepare the agenda. Agenda is distributed at least 10 days before Board Meetings.
- Communicating with the Clerk of CFSC for mutual support and consultation.
- Communicating with Friends serving on CFSC Personnel Committee regarding work of the committee that they have agreed to do to ensure follow up.
- Attends annual CYM Personnel Policy Committee meeting; if unable to attend, CFSC Personnel Committee appoints an alternate.

##### *Executive Meeting*

- Attending CFSC Executive Meetings, representing CFSC Personnel Committee (generally held in January, April, June, September, December).

##### *Personnel and Relationship with Staff*

- Communicating with Staff Representative and/or the General Secretary for support and consultation.
- Being available to Staff for consultation as appropriate.
- Assisting General Secretary and Staff in interpretation of CFSC policy.
- Signing off on letters of employment and contract renewals.
- Working with CFSC Personnel Committee to ensure that committees of care are in

place and functioning; that personnel appraisals are carried out according to schedule; and that the contract renewal process is completed in a timely manner.

#### *Finance*

- Liaising with the Treasurer, as needed, for financial questions that arise regarding personnel matters (ex., special benefits decisions, expanding staff time, etc.).
- Submitting expense reports with supporting documentation to Finance Administrator for travel to CFSC Personnel Committee meetings, etc.

#### *Special Tasks*

From time to time the Clerk may take on special tasks identified by CFSC Personnel Committee to meet special needs.

#### Clerk's Time-line

##### *September*

- Executive Committee meeting.
- Begin preparation for the October meeting of Personnel Committee (follow up with members about tasks, possible orientation of new members, etc.).

##### *October*

- CFSC Personnel Committee agenda and supporting documents go the Committee members two weeks before the meeting (Clerk works on this with the staff representative).
- CFSC Personnel Committee meets (*held the Thursday afternoon before the Board Meeting*).

##### *November*

- Follow up tasks from the October Meeting.

##### *December*

- Executive Committee meeting.

##### *January*

- Executive Committee meeting.
- Begin preparation for the March meeting of Personnel Committee (follow up with members about tasks, possible orientation of new members, etc.).

##### *February*

- CFSC Personnel Committee agenda and supporting documents go the Committee members two weeks before the meeting (Clerk works on this with the staff representative). Committee determines membership needs at this meeting.

##### *March*

- CFSC Personnel Committee meets (*held the Thursday afternoon before the Board Meeting*).
- Attend, or appoint alternate to attend, CYM Personnel Policy Committee Meeting (held in March or April)

##### *April*

- Follow up tasks from the March Meeting.
- Executive Committee meeting

##### *June*

- Executive Committee meeting.

# ***Program Committees***

## **General (2006)**

These are the Program Committees of CFSC:

- Quaker Aboriginal Affairs Committee (QAAC)
- Quakers Fostering Justice (QFJ)
- Quaker Peace and Sustainable Communities Committee (QPASCC)

## **Role (2006)**

Quaker Aboriginal Affairs Committee and Quakers Fostering Justice are concerned primarily, but not exclusively, with domestic issues. At different times and in different ways, they act either in an advisory or supportive role, or they carry out their own programmes.

Quaker Peace and Sustainable Communities Committee assists Friends in following their leadings to work in partnership with Quaker Meetings, Quaker organizations, individual Friends and attenders, and others who share our concern for sustainable, healthy and educated communities overseas and in Canada.

Each Standing Committee has its own Clerk(s) and decision making structure. Once the overall budget is approved at the Spring Board Meeting, the Standing Committees are responsible for making allocation decisions within their own budgets.

## **Responsibilities of CFSC Standing Committee Clerks (2006)**

The following responsibilities can be shared with a co-clerk, or delegated to others:

- 1) Prepares and/or reviews the agenda in cooperation with the relevant staff person for meeting for business of the Standing Committee.
- 2) Reviews the draft annual budget and financial report on projects prepared by the relevant staff person.
- 3) Clerks Standing Committee meetings for worship for business.
- 4) Reports to CFSC on activities and recommendations of the Standing Committee, or asks another committee member of staff to do so on the Clerk's behalf.
- 5) Represents the Standing Committee on the Executive Committee (or an alternate is appointed if the Clerk cannot attend).
- 6) Supports the relevant staff person who, along with the Clerk and committee members, implements decisions and directions of the Standing Committee.
- 7) Communicates on a regular basis with the relevant staff person between Board Meetings to discuss progress of work approved by the Committee, business that arises, and other matters.
- 8) Follows up with other Standing Committee members on minuted tasks to determine progress.
- 9) Participates in the annual performance review for the relevant staff person and keeps informed of the work of the Personnel Committee.

- 10) Reviews correspondence with government officials on issues of concern to the Standing Committee and signs letters on behalf of the Committee.
- 11) Participates in decisions on the use of discretionary funds between meetings of the Standing Committee.
- 12) Submits an expense account with supporting documentation to the Finance Administrator for reimbursement of costs other than travel to a CFSC Board Meeting.
- 13) Along with the relevant staff person or other members of the Standing Committee, engages in education about the work of CFSC and/or the Standing Committee, including writing articles for *Quaker Concern*, the *Canadian Friend* or a *Newsletter* as approved by the Standing Committee.
- 14) Along with the relevant staff person, serves as a contact person for the Standing Committee.

### **Meeting Times (2004)**

Program Committees and Personnel Committee always meet during, or in advance of, the CFSC Board Meetings. Other Administrative Committees generally meet according to their committee's calendar schedule or at the call of the Clerk.

### **Honoraria offered by program committees (2004)**

Criteria for giving honoraria include:

- The amount of time for travel to the meeting;
- Whether the person involved is salaried for this purpose;
- Whether the person attending the meeting is coming on his/her own initiative or by invitation;
- Honoraria do not exceed \$150 per person.

(For how honoraria and gifts to staff and board are addressed, see the "Finance" and "Personnel" sections for policies on "Conflict of Interest" and "Honoraria").

### **Criteria for Involvement (2004)**

CFSC receives many requests to endorse, support or join the activities of other organizations. In such cases the Committee considers the following: Does the initiative reflect a Quaker testimony? Is there a Friend willing to serve?

### **Guidelines for Project Selection (2004)**

A Friend with a concern for a domestic or international project tests it for clearness with his or her Monthly Meeting (or with HMAc in the case of isolated Friends). It is then brought to CFSC with the recommendation of the Monthly Meeting or HMAc. Guidelines:



- Preference is given to projects arising from concerns based on Friends' principles and testimonies.
- Preference is given to service not being undertaken by other groups and to service providing opportunities for the personal involvement of Friends, and of those in sympathy with Friends' concerns.
- People are served regardless of political, religious, national and racial factors.
- Projects are preferred which are based on the establishment of partnerships with the local people, respect for the environment and use of technology appropriate to the region in which the project is situated.
- As far as possible, international projects work in harmony with the efforts of Friends in the country where the project is located.
- CFSC co-operates with other groups and with individuals in its areas of concern. Co-operation with Monthly Meetings is particularly important. In international activities, co-operation with other Quaker service organizations is fostered.

## **Program Expansion (2004)**

From time to time, Committees may need to look at reallocating their energy and resources (both financial and personnel). This may include;

- expanding upon an existing program;
- contracting resources from an existing program;
- developing new programs;
- reallocating resources from one area to another.

In order to assist in discerning the right redistribution of energies and resources, the following process and queries have been developed. The estimated time required for the process is six months to one year.

### Process:

A Committee develops a proposal for expansion or contraction based on queries (see below) and in consultation with Finance Administrator, General Secretary and Clerk of CFSC. Such a proposal may be rooted in program work originating among Friends, from the Committee itself, or through projects coming from Monthly Meetings.

Committee brings the proposal to CFSC Board for initial discernment. The Board may refer the matter to the CFSC Executive, with any commentary or direction, for continued discernment. Maintaining communication with the Committee, the proposal is considered in light of the following queries:

- Is this good and appropriate work for CFSC to undertake?
- Are there personnel resources available to undertake this work?
- Is it financially feasible to undertake it?
- Will resources be removed from other programs to undertake new work?
- In the case of contracting resources from an existing program, is it good and appropriate to reallocate these resources?

CFSC Executive brings a recommendation to the CFSC Board.

The CFSC Board considers the recommendation and makes a decision, or sends it back to the Committee and Executive for further discernment.

### Queries:

- How does the planned expanded program work to “unify and expand the concerns of Friends in Canada” and reflect concerns of Monthly Meetings?
- Why should Quakers be doing this new work? Who else is doing this work and would there be a duplication of work?
- What work commitment will committee members make towards the expanded program?
- What work might you need to lay down or contract from, in order to undertake this new work?
- If resources are being contracted from an existing project in order to undertake new work, will the existing project be maintained through other sources, or is this work no longer appropriate/viable?
- Describe the discernment that has led to this proposal. Lay out the rationale of how this work will be done with respect to these elements of the development of a concern (not all are relevant to every concern): research, concrete assistance, education (of Quakers or others), use of Quaker methodologies, and dialogue with policy makers.
- Test the realism of your expectations/estimates of how much work can be done in the time and with the resources that the committee is requesting.
- What role is the Committee going to take in order to access additional financial resources? Identify possible funding sources if applicable.

## **Framework for Friends and Attenders Supported in Service by CFSC (2004)**

### Service Under Concern

*"The true 'concern' (emerges as) a gift from God, a leading of his spirit which may not be denied". Roger Wilson 1949 Swarthmore Lecture, Authority, Leadership & Concern in the Society of Friends Quaker Faith and Practice 13:07 Britain Yearly Meeting. 1995*

Friends and attenders seeking support from CFSC for service activities provide a letter of support from their Monthly Meetings;

If the service involves working with one of our partners, CFSC contacts the partner directly.

If the service is performed in another country, CFSC ensures that the Friends Service Committee in that country or in its absence, local Friends (where possible) are aware of the planned service and that the proposed service is appropriate in that setting. In addition, the committee considers whether there are circumstances where a committee of care would be appropriate, and if so who should ensure that it is established.

## **Policy on Emergency Assistance (2006)**

### Introduction

The Religious Society of Friends played a ground-breaking role in offering non-partisan emergency assistance to those affected by war which was recognized with the Nobel Peace Prize in 1947. Non-partisan aid is now standard in the development field.

CFSC itself has offered emergency assistance during war and disasters over many decades. We recognize that, because of the expertise and infrastructure that direct delivery of emergency assistance requires, any such participation by CFSC requires that we work in partnership with larger agencies that possess the skills and infrastructure required.

CFSC wishes to be of assistance when disasters—such as hurricanes and earthquakes.—occur and Friends are led to reach out and help. We are also cognizant that, in most situations, we are not capable of offering direct assistance, and that this work will have to be done by others with our support. As well, we wish to see the resources of Friends best used, with the least administration being incurred in the delivery of assistance. As such, we have determined two ways that CFSC will offer assistance in an emergency including a process for decision-making when time is of the essence.

#### Types of emergency assistance

##### *Working directly with those affected*

If CFSC has an existing, or recent, partner in the region of the disaster, we will contact them to see if they are involved in the relief efforts. If so, CFSC will collect funds for their work and transfer it to them through an agency agreement. Alternately, or additionally, CFSC may work with the partner to develop a project that addresses long-term assistance needs.

In such a scenario, the General Secretary will consult with program staff to determine if there is a partner in the region. If so, then the relevant program staff and Committee Clerk will make the decision, following consultation with the partner. As soon as possible, the full Program Committee will be informed as well as the CFSC Clerk, General Secretary, Finance Administrator, and Administration and Communications Assistant.

##### *Supporting relief delivered by other agencies*

Where CFSC does not have a partner in the region, CFSC will recommend a number of Canadian charities to which Friends can make a donation to support relief efforts. Within 24-48 hours, the General Secretary will draft a list of credible Canadian charitable agencies that have comparable values to Friends (ex.: Mennonite Central Committee, Médecins Sans Frontières, Canada Foodgrains Bank). By doing this, rather than CFSC collecting funds and transferring them, there will be less administrative costs and the funds will get put to direct use faster. The General Secretary will send the list to the Clerk of CFSC for approval and then, with a brief explanation, the list will be posted on the web site, sent to Meetings, and (if timely) included in the CFSC E-Newsletter so that Friends can respond.

##### *Implementation*

In both situations, should the General Secretary be unavailable, the Finance Administrator will oversee the implementation of this policy, delegating tasks as required.

## **Quaker Aboriginal Affairs Committee (1997)**

#### Mandate

QAAC believes that Friends need to develop and nurture relationships of trust and mutual respect between ourselves and the Aboriginal Peoples of Canada. Friends have a sense of shared spiritual and environmental values which we believe makes it appropriate for us to continue our work with Aboriginal Peoples. Our collective sense of justice and shared

respect for the spiritual and physical world make it appropriate for Friends to continue our work toward the fair and just treatment of all Aboriginal Peoples.

From our past working relationships and discussions with Aboriginal People, we understand that involvement of non-Aboriginal people is especially valuable in:

- working to increase public awareness of and openness to Aboriginal concerns and
- promoting understanding of and respect for the cultural heritage of Aboriginal peoples.

QAAC has become aware, through its activities, that Aboriginal and Indigenous Peoples the world over face marginalizing conditions similar to those faced by the Aboriginal peoples of Canada. Where appropriate, QAAC works to further recognition and securement of Aboriginal rights in a global context, remembering to consult with the Quaker Peace and Sustainable Communities Committee in case of overlapping mandate.

### Aims

Specifically, we direct our action in the following ways:

- Friends have been called upon by Aboriginal Peoples in the past to share our experience in the practice of non violent action to achieve justice. We believe we have a mutuality of interests and practices, and that we share with Aboriginal People a common interest in non violence. If asked, we will consider direct participation in the seeking and implementation of non-violent solutions to situations of potential or actual conflict, doing so always in consultation with the Aboriginal peoples involved.
- QAAC shares with Aboriginal Peoples a concern for justice, human rights, and the health of the environment. As Friends, we endeavour to walk in solidarity with Aboriginal Peoples to secure these goals by peaceful means.
- QAAC works to end the violence directed toward Aboriginal Peoples.
- QAAC acts as an arm of CFSC in working toward these goals:
  - to stimulate Friends' awareness, learning and active participation with regard to concerns of Aboriginal Peoples;
  - to work with the Aboriginal Peoples to educate ourselves and society;
  - to focus on issues of Aboriginal concern, including, but not limited to:
    - self-determination;
    - spirituality, acknowledging the right of a people to worship in ways appropriate to their own culture and traditions;
    - images in the media and educational institutions;
    - Aboriginal rights as defined in the International Declaration on the Rights of Indigenous Peoples, the International Labour Organization convention 169, and as protected under the Canadian Constitution;
    - to lobby governments and corporations;
    - to cooperate with coalitions engaged in the work of securing Indigenous/Aboriginal Peoples' rights.

### Structure

#### *Clerk or Co-Clerks*

- clerk meetings of QAAC;
- correspond with the network of concerned Friends;
- write articles for Quaker Concern and the Canadian Friend and prepare material for newsletters;

- plan agendas for QAAC meetings;
- prepare reports;
- actively participate in meetings of the CFSC Executive;
- authorize the expenditure of discretionary funds between meetings.

#### *Network of concerned Friends*

- sends information on regional concerns;
- receives newsletters;
- stimulates the awareness of QAAC and CFSC in their Monthly Meetings.

#### *Project workers to work on regional or national concerns*

- need support group from local meeting;
- need oversight committees and committees of care;
- support CFSC Staff personnel policies.

#### Policy on Funding

QAAC's funds are handled flexibly, designed as they are to quickly support projects initiated by Aboriginal People. Within the amounts allocated for geographic areas decisions regarding specific expenditures may be made by the Clerk or Co-Clerks of QAAC in consultation with a Friend close to the project.

QAAC feels that Friends' testimonies on stewardship of funds and resources provide for due diligence in our funding and partnership practices.

QAAC feels that the history of the settler population in imposing external constraints and requirements on First Peoples leads us to guide our relationships with them also by QAAC's own testimonies and principles. We have long worked to avoid colonial practices in relations with First Nations partners, and to avoid being overly bureaucratic.

Most of our projects are funded under \$1,000 and do not involve incorporated agencies.

#### Questions and Points to Consider When We Receive Funding Requests:

- We have a relatively small budget - we can only give a limited number of grants. Where can these grants have the best/most appropriate effect?
- Is there a Quaker connection to this project - an individual or Monthly Meeting - through which the request came? This is important because of the trust and relationship that it brings to the funding relationship, as well as contributing to our own decolonization that is a part of why we do this work.
- What is the "value" of the project, in terms of the expected effects, direct and indirect? Is this "value" defined by us, by those carrying out the project, or by others affected by the project?
- Is the project "consistent" ("does not conflict with") ("in harmony with") our QAAC mandate and other Quaker values, in both its goals and process? Can we ask ourselves this question without imposing our values on the project?
- Does the project complement or relate to other QAAC or CFSC witness/advocacy education work?
- What are the needs we are trying to address with QAAC - and does this project address one or more of them? Does the project do this effectively? Can we ask

this question without seeing the sometimes overwhelming needs in a competitive way?

- What are the risks in carrying out the project? Who might bear the consequences of this risk? Are there provisions for failure?
- Is there another Quaker body better placed to respond?

The committee's money is given in trust by Quakers and non-Quakers through CFSC for our prudent use for Aboriginal concerns. Therefore the following policies have been developed:

- Bills must be approved by the Clerk/Co-Clerks before submission for payment.
- Funding is requested by Aboriginal People for Aboriginal projects or by Quakers working closely with them. When funding a project or an individual, recommendation by a Meeting, as well as a Quaker connection, is useful.
- Requests for funding are accompanied by a written proposal and submitted to the Clerk one month before a QAAC meeting.
- Funding is requested prior to its expenditure.
- Emergency funding of a general nature of not more than \$300 may be approved between meetings by the Co-Clerks or by one Clerk in consultation with one other committee Member. Partnerships with local Meetings are encouraged.
- If two or three Friends from a region consult with the Clerk or Co-Clerks, up to \$300 per region can be allocated between meetings.
- Funding for national projects such as the Constitution, Lubicon or other emergency, lobbying, tours that affect the whole country can be negotiated with the regional committees as occasions arise.
- Persons or organizations receiving funds report to QAAC in person or by written report on a regular basis.

## **Quakers Fostering Justice (2006)**

### **Introduction**

"Quakers Fostering Justice (QFJ), in keeping with Friends' testimonies and advices concerning peace, justice and equality, holds as its long-term goal the fostering of a way of life that is both just and compassionate. This includes creatively sharing our understanding that while harm and conflict will continue to be a part of the fabric of human experience, when hurt we should not respond with punishment or prisons. We will work towards discerning, developing and encouraging responses that are creative, healing and empowering; that is, the building of a caring community which has no need of punishment or prisons. Our concern is rooted in the Quaker tradition of answering that of God in every person; the present legal and prison systems reflect injustice, violence and blindness to that of God in each of us. We are clear that, by creatively taking responsibility for ourselves and one another, we will transform both ourselves and our communities. We recognize that this challenging way of living is one that honours our relationship to Spirit, one another, and all of Creation." (QFJ's introductory brochure)

The challenge before us is to imagine and adopt creative and compassionate responses to harm. These responses should be based on love, our belief in that of God in every person, healing, empowerment, and social and economic justice. There must be integrity between the process and the desired outcome, as justice can not be reached through

injustice. This challenge should be integrated into all areas of our lives, as individuals and as a Religious Society.

Some alternative responses to harm and conflict have already been developed (for example, many restorative approaches that foster dialogue between those affected) and more are needed to bring about reconciliation and healing for all affected by harm, including those harmed, those who have harmed, those who have responded, and their affected communities. It is QFJ's mandate to seek out, develop and support such programs and ways of life, as well as to encourage and assist Friends who feel led to do the same.

At the same time, we need to foster awareness and educate ourselves and others as to the roots of crime, conflict and violence in society. We understand that harm and conflict are often a symptom of underlying injustice, and we seek to understand and change these injustices.

"The prison system is both a cause and a result of violence and social injustice. Throughout history, the majority of prisoners have been the powerless and the oppressed. We are increasingly clear that the imprisonment of human beings, like their enslavement, is inherently immoral and is as destructive to the cagers as it is to the caged." (Minute 93, Canadian Yearly Meeting, 1981)

Penal abolition is both a process and a long-term goal. In the interim, there is a great need for Friends to reach out to and to support all those affected: guards, police, prisoners, victims, families and communities. QFJ will support Friends' exploring or involved in this important work, and their Monthly Meetings.

We recognize the need for safety within our communities. Sometimes, there is a need for restraint or isolation of those few who are exhibiting dangerous behaviour. The kind of restraint used and the help offered during that time must reflect our concern for that of God in every person.

### Functions

The *general functions* of Quakers Fostering Justice, which includes the Program Coordinator and Committee Members, follow:

- QFJ fosters education of Friends and others with respect to justice, just living and related work, and provides a supportive link between interested Friends.
- QFJ serves as an initiator of social change, based on the understandings reached through discernment and discussions. This may lead to Friends' statements on justice issues.
- QFJ serves as a link between Friends and others in Canada and throughout the world involved in justice-related work, bringing Friends' unique perspectives to this work, and making Friends aware of the good work of many others.
- QFJ assists CYM and Monthly Meetings in their efforts to understand, and establish goals and activities in justice areas.

QFJ's purpose and mandate is fulfilled by the following *specific functions*:

- Consider potential projects and requests for funding for work in Canada and overseas in accordance with established guidelines and policy, using where possible the expertise of Friends who have knowledge or experience of a similar project, issue, or the location involved.
- Monitor approved projects and grants.

- Undertake program work that does not necessarily impinge on the program budget, including research as well as seasoning and clarifying of concerns as requested by Canadian Yearly Meeting.
- Dialogue with decision-makers through activities such as letter-writing, briefing papers, interventions, and visitation on issues of concern related to QFJ's mandate and CFSC's objectives.
- Encourage Friends Meetings and Groups to take a direct interest and responsibility in particular projects.
- In a balanced manner, educate and dialogue with Friends, and the wider community, about issues related to QFJ's mandate and CFSC's objectives and the meaning and potential of service.
- Support and encourage any Canadian Friends or Attenders who are in conflict with the law (including imprisonment) for reasons of conscience in keeping with Quaker testimonies.
- To give practical help in providing access to national and international conferences and service, particularly for Young Friends.

#### Structure

Quakers Fostering Justice is a Program Committee of CFSC and meets during CFSC Board Meetings. Any interested Friends can request to be appointed an Associate Member. We encourage this as a way to develop a network of concerned Friends across Canada. The Clerk of QFJ must be a Member of CFSC. Due to the CYM policy on travel, the only QFJ Members who can be reimbursed for their travel costs to QFJ meetings are those who are appointed to CFSC by CYM.

QFJ conducts its Meetings for Worship for Business during CFSC Board Meetings. Local meetings, working groups, and project committees are encouraged to meet at other times to accomplish their objectives. Any matters requiring QFJ approval or action are brought to a meeting of QFJ, held during CFSC Board Meetings. Decisions of the committee may be made between Board Meetings through communication with all members of the Committee provided unity is reached.

#### Responsibilities of Clerk

- Prepares agenda for Meeting for Worship for Business with the Programme Coordinator.
- Reviews the draft Annual Budget, which is prepared by the Programme Coordinator.
- Monitors QFJ financial statements.
- Clerks QFJ meetings for business.
- Reports to CFSC on activities and recommendations of QFJ.
- Represents QFJ on the Executive Committee.
- Communicates, on an on-going basis, with the Programme Coordinator about implementing committee decisions and directions.
- These responsibilities can be shared between co-clerks, or delegated to others.

## **Quaker Peace and Sustainable Communities Committee (2005)**

#### Purpose

The Quaker Peace and Sustainable Communities Committee (QPASCC) exists to put into practice the Quaker Testimonies through projects, education, and public witness designed to alleviate suffering and poverty, promote justice, sustainable livelihoods and peace.



### Mandate

The work of QPASCC is guided by the Quaker Testimonies of Peace, Simplicity, Community, Equality and Integrity. Over centuries of practice of these Testimonies, we have learned that they link our community of Friends to all communities throughout Canada and, indeed, the world. The testimonies are themselves related, and inform each other. For these reasons we are led to work in partnership with communities, both domestically and internationally.

QPASCC assists Friends in following their leadings to work in partnership with Quaker Meetings, Quaker organizations, individual Friends and attenders, and others who share our concern for sustainable, healthy and educated communities overseas and in Canada.

QPASCC's ministry is rooted in "mutual learning", a modern term that describes traditional Quaker practice of encouraging exchange, cooperation, education, and relationship amongst partners and participants in projects, overseas or in Canada. Lessons learned through our grassroots experience inform policy and education work in Canada. Generally speaking, projects are designed to have long-term results and develop self-reliance, as well as to respond to practical needs.

Using Quaker practice and in worshipful discernment, QPASCC provides concrete assistance and engages in policy dialogue towards peaceful, sustainable communities worldwide. Our work and experience is shared with Friends and other people through education and partnership-building. In this way, we hope to contribute to the social transformation necessary to achieve our goal that one day all people might be free from suffering, persecution and repression, and instead enjoy their rights to dignity, sustainable livelihoods, social inclusion and expression.

### Functions

QPASCC's purpose and mandate is fulfilled by the following functions:

- Consider potential projects and requests for funding for work in Canada and overseas in accordance with established guidelines and policy, using where possible the expertise of Friends who have knowledge or experience of a similar project, issue, or the location involved.
- Monitor approved projects.
- Undertake program work that does not necessarily impinge on the program budget, including research as well as seasoning and clarifying of concerns as requested by Canadian Yearly Meeting.
- Dialogue with decision-makers through activities such as letter-writing, briefing papers, interventions, and visitation on issues of concern related to QPASCC's mandate and CFSC's objectives.
- Encourage Friends Meetings and Groups to take a direct interest and responsibility in particular projects.
- In a balanced manner, educate and dialogue with Friends, and the wider community, about issues related to QPASCC's mandate and CFSC's objectives and the meaning and potential of service.
- To give practical help in providing access to national and international work camps and service, particularly for Young Friends.

### Structure

QPASCC is a program committee of CFSC. Its membership consists of 7 – 8 (no more than 9) members of CFSC, associate members (as appointed – see Part IV (6)),

corresponding members (as appointed – see Part IV (5)), and the Programme Coordinator (ex-officio). The Clerk must be a member of CFSC.

QPASCC meets during CFSC Board Meetings. Only CFSC members are reimbursed for travel, through the CYM Travel Fund. Between Board Meetings, QPASCC conducts business by email and telephone. If unity cannot be reached through these means, issues are laid over to the next Board Meeting.

#### Responsibilities of the Clerk

In addition to responsibilities outlined in “Responsibilities of CFSC Standing Committee Clerks”, the QPASCC Clerk:

- Communicates on an on-going basis with the Programme Coordinator regarding the implementation of committee decisions and the staff’s work plan.
- Follows up with Committee members on minuted tasks to determine progress and encourage completion.
- Acts as a point of contact for QPASCC alongside the Programme Coordinator.
- Clerking responsibilities can be shared between two co-Clerks or delegated to other Committee members.

#### Finance and funding

##### *Budget:*

The operating budget for the next fiscal year is presented to QPASCC for first approval at the Fall Board Meeting. It is presented and given final approval by QPASCC at the Spring Board Meeting, just before the start of the new fiscal year.

##### *Financial Disbursements:*

Disbursements are made by the Programme Coordinator as per allocations in the budget or Committee decision. Disbursements between meetings are approved by QPASCC, or if members are not available, by the Clerk and Programme Coordinator (in this case, only up to \$300). Records on disbursements and projects are maintained by the Programme Coordinator.

##### *Grants:*

Individual Friends and Quaker Meetings may apply for funds to support a leading relative to QPASCC’s purpose and mandate. Prior to submission of a grant application, applicants discuss their project with the Programme Coordinator (at least two months before a Board Meeting). The application process also requires the applicant to engage in discernment with their Monthly Meeting. For overseas projects, consultation often takes six months before an application is ready for consideration of approval. Consultation with the Programme Coordinator and discernment with the Monthly Meeting may take place concurrently. Applications are to be received at least four weeks prior to a Board Meeting and be accompanied by a Monthly Meeting minute. We do not provide funds for projects that are completed or are near completion. See grant application forms and timelines related to discernment, project planning and development in Appendix of POP for further details.

#### Fundraising

##### *Overseas development assistance:*

QPASCC extends its programme budget for overseas projects through matching and other funds available through (but not limited to):

- Canadian International Development Agency (CIDA)
- The Department of Foreign Affairs Canada

- Organizations of which CFSC is a member, such as the Saskatchewan Council for International Cooperation (SCIS), Women's Inter Church Council (WICC), and the Canadian Council for International Cooperation (CCIC)
- Project partnerships forged with Monthly Meetings.
- Foundations and other funding bodies that meet with the approval of QPASCC and the CFSC Policy.

*Canada-based projects:*

QPASCC extends its programme budget for Canada-based projects through funds available from foundations and other funding bodies that meet with the approval of QPASCC and the CFSC Policy, if not listed above.

Some projects are not eligible for matching or other external funding. This will not act as criteria for QPASCC support of such projects.

Guidelines for Project Selection

Overseas projects follow guidelines outlined in the sections "Guidelines for Project Selection" and "Program Expansion" and in the application for funding for overseas projects.

Canada-based projects follow guidelines outlined in the sections "Guidelines for Project Selection" and "Program Expansion" and in the Canada-based project application.

Projects should include a clear capacity for exchange of understanding that will increase personal and group learning in Canada and, as appropriate, in partner countries. Inter-visitiation among partners is encouraged as a way to foster relationships. Opportunities for the involvement of Young Friends are also encouraged.

Time-line related to project development and reporting

*Procedures and funding cycle for projects*

APRIL to MARCH

Payments can be disbursed as money is available. Applications are submitted to CIDA for matching grants. In some cases, payments may be delayed, to await confirmation of matching grants made by other agencies such as CIDA.

MARCH 31

All outstanding project payments completed.

JUNE to NOVEMBER

Requests for funding received from Friends

Meetings or associated groups. While concerns can arise from individual Friends, we prefer them to be channeled through a Monthly Meeting or Friends organization.

FALL G.M.

Quaker Peace and Sustainable Communities Committee prepares a list of recommended projects and an interim budget for consideration of QPASCC Members prior to the Spring Board Meeting.

FEBRUARY 1

CFSC interim budget prepared by Treasurer and distributed to CFSC Members.

SPRING G.M.

Budget, based on recommended project funding, is developed. A contingency sum, for emergency relief or funding decisions made after the Board Meeting, is included.

*Time-line for in-country project reports and requests*

MARCH 31

A standard form letter and a joint venture agreement has been sent with the final payment to each project, requesting Annual Financial Report and Progress Summary, to arrive by November 1. If nothing is received by the Fall Board Meeting, no guarantee of CFSC funding can be made for the following year.

JUNE to DECEMBER 5

Distribute requests for funding with requests for analysis to Members who volunteer, and already have knowledge or experience of a similar project or the location involved.

FALL G.M.

All recommended project requests have been compiled and distributed to committee Members for their consideration.

SPRING G.M.

Project list is consolidated and final budget determined at Quaker Peace and Sustainable Communities Committee meeting, for approval by the CFSC Board.

# Finance

## **Budget Preparation (2001)**

A preliminary budget is developed by the Treasurer and Staff in September. The preliminary budget is presented to the Fall Board Meeting and includes:

- a three-year income and expenditure forecast,
- a detailed one-year income budget,
- proposed total budget amounts for each Standing Committee,
- itemized budgets for Personnel, Promotion, Education & Witness, and Administration expenses.

Program Committees will submit to the General Secretary their requests for full-time remuneration for travel by part-time staff in the following fiscal year. Unexpected requests for travel will be submitted to the Executive and be subject to the Executive's usual maximum expenditure allocation of \$1,000.

The preliminary budget is presented to the Fall Board Meeting for approval. The approval of the "three-year budget" at this time is an opportunity for the Committee to consider general priorities.

Program committees will develop and present to the Fall Board Meeting an annual plan for the coming year and a financial accounting of the past year.

At the Fall and Spring Board Meetings, the Treasurer and Staff prepare income and expenditure projections for the current fiscal year, and recommend revisions to the budget if necessary.

Final approval of the budget occurs at the Spring Board Meeting.

## **Accounting (2001/2002)**

Canadian Friends Service Committee's fiscal year begins on April 1.

### *Charitable donation receipts for income tax purposes*

Charitable receipts are issued for donations of more than \$10.00. They are processed within two weeks of receipt of the gift. A "thank you" note is enclosed with each receipt. Donations made through the Automatic Banking Contribution plan are acknowledged annually in January.

Receipts are issued for donations of goods and services received in-kind according to Revenue Canada regulations. The fair market value (FMV) of donations under \$1,000 will be determined by Staff based on the value of a similar transaction carried out at arms length. For donations of a value greater than \$1,000, an appraisal will be obtained by an independent appraiser. Alternatively, the following Revenue Canada advice may be followed: "If you are having trouble finding an independent appraiser, or if it involves unreasonable expense, you can get an appraisal from qualified Staff members of the institution accepting your donation, even though the FMV might be more than \$1,000." (Revenue Canada, Gifts in Kind, 1992, p. 15).

### *Funds*

Undesignated Fund as reflected in the audited financial statements: Donations to Canadian Friends Service Committee are received primarily in November and December, but expenditures remain constant throughout much of the year. To ensure that adequate funds are available at all times of the year to meet obligations, CFSC maintains a balance in its Undesignated Fund that is not less than four times the Committee's average monthly expenditure. This average monthly expenditure will be determined by taking all expenses except programmes from the previous year's audit and dividing by 12. E.g., if we fell below the required amount based on the 2001 audited financial statements, the 2002/3 budget would reflect this.

Reserve fund: It is prudent that CFSC maintain funds available to meet commitments to employees and partners in the event of a sudden and prolonged reduction in income or a decision to wind-up operations. As long as the Committee's Unrestricted Funds are substantially in excess of its annual operating costs, the establishment of a separate reserve fund is not required. Unrestricted Funds are those funds held by the Committee that are not externally restricted to their use. If at any time the total value of Unrestricted Funds falls below an amount equal to 1.5 times the annual CFSC budget, the Committee will establish specific guidelines for the establishment of a designated reserve fund.

Budgeting for expenditure of surplus in Undesignated Fund: CFSC has a relationship of trust with its donors that includes both the prudent management of the organization's affairs and the efficient use of donations. If, as a result of budget surpluses, the Committee accumulates larger reserves in the Undesignated Fund at the year end than it requires, these funds will be made available for programme expenditures in the following manner. When the amount held exceeds the minimum required for cash flow purposes [as defined in (a) above], one-fifth of that excess will be made available for expenditure. This calculation will be made annually as part of the budget process.

Budgeting for Replenishing Shortfall in Undesignated Fund: If the amount available in operating funds falls below the minimum required for cash flow purposes [as defined in (a) above], the Committee will, by its budgeting process, fundraising and expenditure control, generate sufficient surplus funds to return the Undesignated Fund to the appropriate level within no less than three years.

### *Income*

Bequest Fund (2011): Bequests received by CFSC are expended in two ways.

Bequests that are \$50,000 or less are expended at the rate of one-fifth per year. In the year the bequest is received, the portion taken into current income is pro-rated according to the number of months remaining in the year. Funds for expenditure in future years are held in the Bequest Fund. During each fiscal year, one-fifth of the balance of this fund is taken into current-year income. An entry to reflect this is recorded monthly.

Bequests that are more than \$50,000 are expended at the rate of one-tenth per year. In the year the bequest is received, the portion taken into current income is pro-rated according to the number of months remaining in the year. Funds for expenditure in future years are held in the Bequest Fund. During each fiscal year, one-tenth of the balance of this fund is taken into current-year income. An entry to reflect this is recorded monthly.

If we receive a bequest in multiple disbursements over more than one fiscal year, that are under \$50,000 each, these funds be put into the \$50,000 or less account. If multiple disbursements from the same estate arrive in the same fiscal year, and total more than \$50,000, they will be treated as over \$50,000.

CFSC Finance Committee will discuss all bequests that are over \$50,000 in the year they arrive. If deemed prudent, Finance Committee may recommend other uses for bequest funds, such as delaying bringing them into income until the following fiscal year (this may sometimes be useful for budgeting purposes), transferring to the income fund, or dealing with large unexpected deficits.

Designated donations: Donations designated for a specific purpose by the donor may not be used for any other purpose. An account is maintained for each separate purpose to which funds are designated. Normally designated donations received from donors are applied to the amount already budgeted by the Committee for that purpose. This is partly how CFSC accumulates the funds to meet the budgeted commitment. If designated donations exceed what the Committee has budgeted, the funds available to the project increase by the excess amount.

CFSC does not encourage designated donations because they can lead to competition between programs and the under-funding of important work that does not have the same “optical appeal” as other work. However, donations by Monthly Meetings designated for a particular purpose will be applied to that purpose in addition to any amount budgeted by CFSC.

There are special cases, however, where designated donations are sought out and which add to the amount already budgeted by the Committee for a particular purpose. Such special cases require prior approval by the CFSC Executive or the CFSC Board:

- CFSC-Monthly Meeting partnerships: Situations where CFSC and a Monthly Meeting develop a partnership on a project.
- Matching funding requirements: Situations where CFSC has to find matching funds to meet CIDA obligations or the expectations of a granting body, such as a foundation. Staff may approach both individual and institutional donors (such as Monthly Meetings) for designated donations for the project. Staff and other fund raisers are obliged to encourage donors to maintain their current level of undesignated donation to CFSC when they designate a donation for a particular project, so as not to disadvantage the ongoing work of CFSC. The decision, however, is entirely that of the donor.
- Special arrangements with an external body: Situations where a CFSC partner on a project (such as Pueblo Partisans) or a CFSC-approved project group (such as the now-defunct Quaker International Affairs Working Group) is doing the primary fund raising for a project. Staff and other fund raisers are obliged to encourage donors to maintain their current level of undesignated donation to CFSC when they designate a donation for a particular project, so as not to disadvantage the ongoing work of CFSC. The decision, however, is entirely that of the donor.

Any situations that do not fit the above policy guidelines will be taken to the Executive.

Memorial donations: Donations made in memory of someone are immediately acknowledged (as per policy for issuing charitable receipts). A copy of the acknowledgment is kept on file along with a record of the donation (e.g., a copy of the cheque or an accompanying letter.)

When memorial donations are received, the Finance Administrator notifies the family of the deceased of the names of the donors in a timely fashion.

## **Expense reimbursement and budget disbursements (2009)**

### Common Guidelines (apply to all categories)

This policy is intended to assure fair, consistent, equitable, and judicious use of CFSC's funds, which are generously entrusted to our stewardship by our donors, as well as fair reimbursement of expenses incurred directly on CFSC business and projects.

All expenditures must be for work that supports our charitable purposes, as required by law, and be connected to approved program work or approved expenditures within the CFSC budget.

Receipts for expenditures by staff or Friends serving on the board of directors must be submitted within 2 months for reimbursement.

All expenses have to be submitted, with original receipts, to the Finance Administrator through a CFSC Cheque Requisition Form (usually program costs) or a CFSC Expense Report (usually administrative but also some program costs). Examples of both forms are in the Appendix.

If a receipt cannot be produced for an expense, as much detail about the expense (date, amount, type of expense, purpose, etc.) must be provided on the Expense Report.

### General expense categories

Expense categories have different terms for reimbursement.

#### *Program-related*

These expenses are paid from the budgets approved by program committees of CFSC. Allowable expenses relate to approved program work that is reflected clearly in the committee's approved minutes, budget, or work plan.

These expenses are authorized by the relevant staff person, who is responsible for the administration of the budget and ensuring the right use of funds, as long as expenses stay within the approved budget.

If an expense arises that requires authorization beyond that of the relevant staff person, the program committee's Clerk will consult with the committee and then inform the staff person and the Finance Administrator of the decision before the expense has been incurred.

Disbursements to approved projects are made throughout the fiscal year. Large project payments may be made in installments. Program staff are responsible for ensuring that approved project disbursements are made in a timely manner and are properly documented. They will provide the Finance Administrator with a cheque requisition form when requesting project payments. Requests for disbursements of project funds to be expensed within the current fiscal year are due annually before March 15.

CFSC retains responsibility for maintaining financial records of funds that are transferred



to partner organizations where CFSC and the partner are jointly delivering an overseas project. In some cases, there are transfers to partner organizations in Canada which are charities (ex. Canadian Council for Refugees); in most cases, CFSC does not need to maintain records for the use of such funds. Where responsibility for accounting is delegated to an agent, as is the case with many overseas partnerships (ex. QUNO-Geneva), an agency agreement is required to be completed before any funds transfer and relevant program staff must ensure that financial records and reporting are appropriately maintained.

#### *Administrative*

These expenses are paid from the budgets approved by the board of directors, implemented by the Finance Administrator and/or General Secretary with oversight from the Treasurer.

Allowable expenses relate to approved expense categories which have break-out budgets that have been reviewed and approved by the Finance Committee in the budget process (with the final budget approved by the board of directors).

These expenses are authorized by the Finance Administrator and/or General Secretary who are responsible for the administration of the CFSC budget and ensuring the right use of funds.

Given that all CFSC staff need to draw on parts of these budgets in order to operate program, consultation with the Finance Administrator before expenses have been incurred is essential to ensure effective management of the funds.

If an expense arises that is outside the scope of the budget's planned expenditures and requires authorization, the Treasurer will be consulted (and if necessary, the Finance and/or Executive Committees). S/he will then inform the Finance Administrator and/or General Secretary of the decision before the expense has been incurred.

#### *Capital*

Capital expenses are not a part of the annual budget. Because they are infrequent, they are usually capitalized and amortized over a period of years.

Staff computers are replaced on a four-year rotational basis. When a computer requires replacing, the Finance Administrator or General Secretary informs Treasurer and provides a cost quote. The Treasurer authorizes such expenditures in advance of purchase.

From time to time, other capital costs arise (printers, etc.). In such cases, the Finance Administrator or General Secretary consults with the Treasurer who is authorized to give approval for costs under \$2000. If the cost exceeds this amount, the Executive Committee will be consulted for authorization of the expense.

#### *Home office expenses*

CFSC's head office is in Toronto, with the QPASCC program located in Ottawa to facilitate the relationship with CIDA. Some staff can negotiate with Personnel Committee (with the support of the relevant committee to which they are accountable) an arrangement by which they are able to work from home all or part of the time.

CFSC is unable to pay rent for a home office but is willing to confirm use of a percentage of one's home as a home office that can be then claimed on personal income taxes. If necessary, CFSC will pay for a postal box for work-related mail. CFSC does pay for costs

for half of a home phone (or cell phone) if it is used as a primary business phone for the program as well as half of basic cell phone costs (including a long distance plan if the staff person travels a lot) if cell phone use is a reasonable part of their work. CFSC also covers costs of office supplies (see also administrative expenses section). Phone and cell phone costs are submitted via the staff person's monthly Expense Reports.

While decisions related to working from home rest with Personnel Committee, decisions related to compensation for home office expenses rest with CFSC Finance Committee and requests should be submitted in writing (including electronic mail) via the Finance Administrator.

#### *Unusual and unbudgeted expenses*

If an expense is unusual or does not easily fit into one of the above expense categories, consult with the Finance Administrator before the expense is incurred.

Proposals for unbudgeted program expenditures are recommended by the appropriate Program Committee for approval by the board of directors. Proposals for unbudgeted non-program expenditures are recommended by the Executive Committee for approval by the board of directors.

#### *Contingency funds*

The Executive Committee is authorized to spend contingency funds of up to \$1,000 without prior approval of the board of directors. Before authorizing such expenditures, the Executive Committee consults with the Clerk of the appropriate CFSC committee. Committee Clerks consult with committee members where appropriate.

#### *Special Needs Benefits (staff)*

For information on applying for special needs benefits, see the CYM Personnel Policy, Appendix D.

#### Travel by the board of directors

Friends serving on the board of directors of CFSC have their travel costs for the spring and fall Board Meetings reimbursed by Canadian Yearly Meeting, according to Yearly Meeting travel policy.

CFSC pays travel costs from the CFSC administrative travel budget for Executive Committee members travel to Executive Committee meetings if they live within 200 km of the Toronto office. If the Clerk lives further away, special accommodations may be made to enable him/her to attend. Otherwise, CFSC pays the telephone costs for Committee members to participate by conference call.

Other travel costs that benefit CFSC as a whole are to be approved by the Executive Committee.

Program committees may also budget for committee members travel costs as a part of CFSC program budgets.

Costs for approved travel will be reimbursed on the basis of the lowest available advance airfare, or for bus or train fare. Where public transportation is not available, the cost of car rental is an appropriate expense.

Expense claims related to air, train, or bus travel need to include the invoice/itinerary (with cost breakdowns) as well as boarding passes or receipts that indicate travel was

completed as required by Canada Revenue Agency. Expense reimbursement can be denied if proof of travel cannot be produced.

Reimbursement for the use of one's own automobile for CFSC business will be at the rate set by CFSC, which is based on the Canadian Automobile Association rate.

Keeping in mind Friends' testimonies of equality and simplicity, Friends serving on the board of directors are encouraged to stay with local Friends to minimize meal and accommodation expenses. Where these are not available, accommodation and meal expenses will be paid by CFSC, or can be addressed as out-of-pocket expenses (see information below).

CFSC accepts donations designated for specific travel costs where such travel is undertaken in support of CFSC program activities. See the "out-of-pocket" expense category (below) for details.

#### Out-of-pocket expenses

CFSC reimburses CFSC volunteers (including board members) for out-of-pocket expenses (long distance charges, conference call charges, postage, etc.) that are connected to approved CFSC program or administrative activities or committee meetings. Expenses are submitted to the appropriate staff person for authorization and then sent in to the Finance Administrator for reimbursement (also see sections XX and XX of this policy). Volunteers have the option of notifying the Finance Administrator in writing to treat these expenses a gift-in-kind to CFSC and then receive a tax receipt for the amount. At times, volunteers incur out-of-pocket expenses while undertaking work connected to CFSC's work plan on our behalf that cannot be accommodated by the budget. If arranged in advance with the appropriate staff person and Finance Administrator, such volunteers can discuss possible arrangements to treat the expenses as a gift-in-kind wherein CFSC will then issue a charitable tax receipt for the expenses. (For details, Canada Revenue Agency's policy commentary on out-of-pocket expenses (CPC – 012) which can be found at: <http://www.cra-arc.gc.ca/tx/chrts/plcy/cpc/cpc-012-eng.html>)

#### Staff travel

Please see "CYM Personnel Policy, Section 12 (Expenses)" which largely addresses the policy issues for staff.

Travel costs are most frequently authorized through a program committee's budget, minutes and/or approved staff work plan.

Keeping in mind Friends' testimonies of equality and simplicity, staff members are encouraged to stay with local Friends to minimize meal and accommodation expenses, use public transportation where possible, etc. Where these are not available, expenses will be paid by CFSC with the understanding that efforts to keep costs moderate have been taken.

#### *Per diem rates and limits*

With regards to per diems for accommodation and meals, CFSC uses the allowances set in the Treasury Board of Canada's Travel Directives. Allowances are updated each fiscal quarter (January 1, April 1, July 1, October 1). They are found at <[http://www.tbs-sct.gc.ca/pubs\\_pol/hrpubs/TBM\\_113/c\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/TBM_113/c_e.asp)> for Canada the USA and <[http://www.tbs-sct.gc.ca/pubs\\_pol/hrpubs/TBM\\_113/d\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/TBM_113/d_e.asp)> for international cities.

Per diems can only be claimed for those meals and nights of accommodation where costs were actually incurred. For more detail, see Expense Reports.

#### *Proof of travel*

Any receipts related to air, train, or bus travel need to be submitted with boarding passes or receipts that indicate travel was completed as required by Canada Revenue Agency. Expense reimbursement can be denied if proof of travel cannot be produced.

#### *Expensing of staff travel from CFSC budget (as opposed to program committees)*

- Some staff travel costs are addressed through the CFSC administration travel budget. CFSC pays for:
- CFSC staff travel to CFSC Board Meetings;
- The General Secretary's travel to Canadian Yearly Meeting and contributes towards the cost of other staff who are required to be there as their committee has an issue coming forward on the business agenda of Canadian Yearly Meeting (costs are often shared with the program committee);
- The General Secretary's travel to Western Half-Yearly Meeting, Atlantic Friends Gathering, and Monthly Meetings (though sometimes these funds are re-allocated for another staff person to attend, subject to the approval of the CFSC Clerk and General Secretary);

Other travel costs as approved by the Executive Committee.

#### Disputed expenses

Staff and Friends serving on the board of directors will make every effort to submit timely and complete expense reports that are consistent with the expense policy. Should an expense be questioned by the Finance Administrator and/or General Secretary, more information will be requested about the expense before its reimbursement. If the information does not answer to the concerns noted, the expense will be rejected for reimbursement.

If this is appealed by the person who submitted it, s/he will write a memo to the Treasurer of CFSC stating the expense and why it should be accepted. The Treasurer will discuss it with the Finance Administrator, General Secretary, and at his/her discretion, members of Finance Committee. The decision of the Treasurer will be communicated to all parties involved. If the decision continues to be disputed, the Clerk of CFSC will make a final decision.

#### Expense reports

All expenses must be submitted via a CFSC Expense Form or a Cheque Requisition that is signed by the staff person who is responsible for administering the budget category being expensed.

Staff expense reports will be submitted monthly to the attention of the Finance Administrator (FA). Friends serving on the board of directors will submit expenses as they arise within two months of the expense being incurred.

Unless prior approval is received from the Finance Administrator, all expenses must be submitted by March 31 as it is critical that expenses incurred in a particular fiscal year are so allocated in the accounting system. Failure to submit in time may result in the expense not being reimbursed.

Expenses incurred by Friends serving on the board of directors are submitted to the relevant staff member, who confirms authorization, before sending them to the Finance Administrator for processing. Staff should remind Friends serving on the board of directors about the reimbursement requirements if they are aware that they will be incurring expenses.

The following process will be used to complete the CFSC Expense Report Form:

- Receipts from the same expense categories (office supplies, travel, etc.) are grouped together and then taped down onto scrap paper (both sides can be used).
- Each receipt is then numbered (ex. 1 – 4 are office supplies, 5-8 are travel related, etc.).
- On the Expense Form, record each receipt in numerical order that they appear on the “receipt sheets” and identify the expense category. The total cost is entered into one column and the total amount of GST in another column (as CFSC can claim back 50% of the GST). Sometimes the GST is not listed on the receipt and needs to be calculated (ex. taxi). In such cases, the GST (currently 5%) can be determined by multiplying the total cost by 0.047619.
- If a receipt was not able to be obtained for an expense, record as much detail as you can about the expense on the Expense Form: date and place of expense, reason for lack of receipt, exact description of expense; and expense category.
- Travel per diems being claimed must include the exact date or dates of travel, reason for the travel, and accommodation details. Full per diem cannot be claimed if some of the expenses (lodging, meals) were covered by a billet host, or meals supplied at a conference. Note meals not purchased and subtract those amounts from the per diem rate. If spending on meals, etc. was less than the limits (as is likely) pro-rate the amount needed to claim (i.e., claim two days when away three). If assistance is needed, contact the Finance Administrator before submitting the Expense Form.
- With regard to expenses incurred by staff on the CFSC credit card, forward receipts ASAP to the Finance Administrator, clearly noting the expense allocation information in an appended note. Do not submit them with a regular Expense Report. If there are several receipts, a completed Expense Report for the credit card expenses is helpful.
- If the above terms are not followed, Expense Reports or Cheque Requisitions may be returned for correction before being processed and, in some cases, expenses may be refused for reimbursement.

## **Financial Reports (1999)**

### *Monthly financial statements*

Monthly financial statements are prepared by the Finance Administrator and distributed to the Treasurer and Staff. Quarterly financial statements are presented to the Executive Committee.

### *Reporting to CYM*

The Treasurer's Report to Canadian Yearly Meeting and unaudited CFSC financial statements for the previous fiscal year are submitted to the Canadian Yearly Meeting office annually prior to May 1.

### *Audit*

The Treasurer presents the auditor's report to the August Board Meeting. The auditor's report is accepted by the committee and this is recorded in the minutes. It is customary to record our thanks to the auditor.

Staff ensure that audited financial statements are available during the sessions of Canadian Yearly Meeting. Copies of the audited financial statements are available from the CFSC office on request.

## **Tracking Ancillary Political Activity (1999)**

When staff members engage in political activity, they should record the amount of time spent in this manner and not any significant expenses (travel, printing, postage, etc.) Related to the activity. This also includes expenses incurred by volunteers and paid by CFSC.

At the end of each quarter, staff will submit their record of time and expenses to the Finance Administrator, who from these will establish the cost dollars of these activities.

The Finance Administrator will compile an annual summary record of expenditures on political activities.

Questions about whether a particular activity is political or not can be directed to the General Secretary.

## **Signing Officers (1999)**

Signing officers are approved by the Executive Committee. They normally include the Clerk, Treasurer, General Secretary, Finance Administrator, and sufficient others as to ensure the availability of non-staff signing officers. Cheques require two signatures. The General Secretary and Finance Administrator may not co-sign the same cheque except when no other signing officer is available. In such cases, a non-staff signing officer must be informed immediately.

## **Investments (2005)**

*May we look upon our treasures, the furniture of our houses, and our garments, and try whether the seeds of war have nourishment in these our possessions.* John Woolman

Much valuable Quaker work is financed by income from the investment of capital funds. It is important that such investments are in organizations whose activities are congruent with Quaker faith and practice. We realize that if we seek for absolute purity of investment, we probably could not invest at all.

## Guidelines

### *Ethical*

Canadian Friends Service Committee seeks to invest so that our capital is used in ways that are beneficial and useful to people, peace-seeking endeavours and the environment. We seek to avoid investments which are harmful or of doubtful value in a well-ordered society. We refrain from investing in bodies whose activities include:

- the manufacture, sale, importation or distribution of military hardware;
- association, openly or tacitly, with repressive regimes;
- failure to adopt and administer effective pollution control and environmental protection policies;
- failure to observe the human rights of all persons;
- the manufacture and/or distribution of products that are harmful to health and society;
- an inefficient operation which wastes time and resources.

### *Financial*

The *Trustee's Act (2001)* stipulates that a "trustee may invest trust property in any form of property in which a prudent investor might invest" using the care, skill, diligence and judgment that a prudent investor would exercise in making investments.

The *Trustee's Act* stipulates mandatory diversification of the investments to the extent appropriate to the charity or trust and the general economic and investment market conditions. To this end, the *Act* sets out seven mandatory criteria for consideration in investment decisions:

- general economic conditions;
- possible effect of inflation or deflation;
- expected tax consequences of investment decisions or strategies;
- the role that each investment or course of action plays within the overall portfolio;
- expected total return from income and appreciation of capital;
- needs for liquidity, regularity of income and preservation or appreciation of capital an asset's special relationship or special value, if any, to the purposes of the trust or to one or more of the beneficiaries.

The *Trustee's Act* also requires the preparation of an investment plan in situations where the Trustees, or Board, delegate authority for investments. A trustee, or board member, is not liable for losses to trust property providing the loss arises from an investment made in accordance with an investment plan, taking into account reasonable assessments of risk and return, that a prudent investor could adopt under comparable circumstances.

For short-term investments, that is, periods under twelve months, the goals of investment are maximizing return and preserving liquidity. For long-term investments, that is, periods over 12 months, the portfolio will be managed on a total return basis with some emphasis on providing a satisfactory income.

Capital will be invested in a balanced and diversified portfolio to consist of a mix of quality stocks, bonds and cash equivalents.

## Investment Procedures

- The Board of Directors of CFSC designates the Finance Committee of CFSC to oversee implementation of the investment policy. This designation does not relieve the Board of its responsibilities.
- New investment policy and investment plans are prepared by the Finance Committee and approved by the Board of Directors of CFSC.

- The investment portfolio is reviewed on an annual basis by the Finance Committee and the Board of Directors of CFSC.
- Decisions on specific types of investments are made by the Finance Committee of CFSC, within investment guidelines, taking into consideration the advice of an agent (such as an investment broker) chosen for their experience in ethical investment and interest in developing an investment strategy compatible with Friends' beliefs and values. Finance Committee will review and approve any contracts with agents. Finance Committee will review reports of the agent and confirm that the objectives of the investment plan are continuing to be met.
- The Financial Administrator or General Secretary of CFSC will give detailed direction to the broker to aid in interpreting the ethical guidelines.
- The investment guidelines are reviewed annually by the Finance Committee, in consultation with the Trustees of Canadian Yearly Meeting.
- Finance Committee determines, on an annual basis if we are going to increase the Fischer Income Fund with a transfer from the General Fund to address the impact of inflation on the Fund's value, amongst other considerations.
- Day-to-day management of the portfolio is in the hands of the Financial Administrator as directed by Treasurer and/or General Secretary.
- New capital received is invested by the Financial Administrator in consultation with the broker and the Finance Committee.
- Canadian Friends Service Committee sends a copy of its investment portfolio and its Audited Statements to the Trustees of Canadian Yearly Meeting annually.

The General Secretary and the Treasurer are authorized to buy or sell securities on behalf of Canadian Friends Service Committee. In the absence of the General Secretary, the Finance Administrator may act on his/her behalf.

The implementation of the investment policy and the right use of the Fischer Income Fund and Alternative Investment Fund are reviewed every five years (2005; 2010, etc.)

### **Interest-free Loans (1999)**

New receipts of Interest-free loan funds are immediately acknowledged.

Neither Interest-free loans nor the interest earned by such loans qualifies as charitable donations because funds on loan remain the property of the lender.

The lender may request repayment at any time. Repayment is made within 60 days of receiving a request from the lender.

Interest-free loan funds are invested in government-guaranteed securities and in a manner permitting prompt repayment with a low risk of capital loss.

### **Banking (1999)**

Deposits are made no less than once per week. Cheques are stamped when opening the mail. Petty cash is reconciled monthly.



## **Fundraising (2006)**

The General Secretary prepares an annual fundraising plan for approval by the Executive Committee.

CFSC does not share or sell its mailing list.

CFSC does not engage in large-scale direct mail fundraising campaigns to prospective donors.

CFSC does not solicit donations from private or public sources that derive income from gambling.

The permission of the Committee will be sought by staff and committee members before undertaking fundraising on behalf of another organization in the name of the CFSC. Fundraising for approved projects or for organizations with which CFSC has an ongoing partnership, such as Pueblo Partisans, is not affected by this policy.

## **Cooperation of Interests (2001)**

CFSC staff and members may undertake projects or follow leadings of their own initiative in areas that correspond with CFSC's mandate of peace and justice work that require financial support. Such assistance would often and rightly be sought from the individual's Monthly Meeting, regional gathering or meeting, or committees within CYM. Such individuals may be aware of and wish to seek funds from other sources which are donors to CFSC.

In an effort to work cooperatively and with mutual respect and support, CFSC requests that CFSC staff and members undertaking such projects or leadings consult with the General Secretary before they apply to traditional donors to CFSC. The purpose of this consultation would be to offer advice or determine areas of assistance to the individual, as well as to promote clarity with Meetings and other donors about the relationship between the individual and their project and CFSC.

The General Secretary and the individual (CFSC staff or members) would also discuss appropriate means of approaching Meetings and other traditional CFSC donors so as to cooperate in our efforts to seek and maintain financial support from common sources.

## **Conflict of Interest (2009)**

"The testimony of integrity calls us to wholeness; it is the whole of life open to Truth. When Lives are centered in the Spirit, beliefs and actions are congruent, and words are dependable. As we achieve wholeness in ourselves, we are better able to heal the conflict and the fragmentation in our community and in the world." – *Faith and Practice, Pacific Yearly Meeting*

### Policy Statement

In accordance with our Testimony of Integrity, and general fiduciary duties and responsibilities required by law, directors, employees and volunteers of the Canadian Friends Service Committee have an obligation to act in the best interests of the CFSC in a manner that is lawful, ethical and objective. This obligation extends to recognizing and managing conflict of interest. Friends seek to make fair, well-informed decisions that are not influenced by conflicting interests, and seek to identify and manage conflicts of interest when they exist.

Nothing in this policy shall be construed to interfere with the legitimate personal concerns or leadings of directors or employees of CFSC.

Conflict of interest may be real or actual, apparent or perceived, or potential or foreseeable:

- *Real or actual conflict of interest* is a situation where an individual's duties are being influenced by her/his private or personal interests.
- *Apparent or perceived conflict of interest* is a situation where an individual's official duties appear to be influenced by private or personal interests.
- *Potential or foreseeable conflict of interest* is a situation where an individual's official duties may be influenced in the future by private or personal interests.

Where professional or personal concerns of a director or employee of CFSC affects his or her ability to put the welfare of CFSC before personal benefit, or possibly cause a director, employee or volunteer to put personal benefit before the welfare of the CFSC as a whole, a conflict of interest exists.

All employees and directors of CFSC will make every effort to appropriately resolve conflict of interest or the appearance of conflict of interest as described below.

### Procedure

- Friends serving on the board of directors of CFSC disclose real, apparent or potential conflicts of interest to the appropriate Committee of the CFSC. Committees themselves may discern an actual, apparent or potential conflict of interest. In either case, the individual involved stands aside from further discussion of the matter at hand.
- Employees and volunteers of CFSC disclose actual, apparent or potential conflicts of interest to the Executive Committee of CFSC, usually through correspondence to the Clerk of CFSC.
- If a committee cannot unite in whether a conflict of interest exists, or if an individual disputes the perception or finding that a conflict of interest exists, the Clerk of CFSC will be asked to meet with the whole committee and an impartial facilitator, acceptable to all parties, may be appointed to help reach unity. If unity is still not possible, the matter is referred to an ad-hoc committee appointed by the board of directors at a Board Meeting or the Executive Committee. Until unity is achieved, the individual involved stands aside from further discussion of the matter but may be asked for clarifying information and will be kept informed about the ongoing process.

- The Recording Clerk of CFSC or of a Standing Committee prepares for approval a minute noting the conflict of interest and any actions taken.

#### Gifts and Hospitality

CFSC recognizes that in many cultures gifts and hospitality are important social conventions, and often represent goodwill and friendship. As Friends we seek to build relationships of trust and love based on reciprocation, recognition, openness and respect. Refusing gifts or hospitality might be considered impolite or insulting, yet it is important to recognize that gifts or hospitality may create real or perceived indebtedness between the giver and CFSC, and thus create a conflict of interest.

Staff or volunteers may request at any time a committee to discern the suitability of accepting a gift or hospitality.

#### *Acceptance of gifts*

Gifts and hospitality may be accepted on behalf of CFSC, or by individuals on the understanding that the gift or hospitality reflect goodwill and friendship. Significant gifts<sup>4</sup> and hospitality shall be reported to Standing Committee Clerks who will record the gift and expression of thanks for it in a minute. Friends serving on the board of directors of CFSC are prohibited by law from receiving honoraria for CFSC-related work.

This process is expected to provide staff and volunteers with an open and transparent process for recording, acknowledging the gifts we receive, and addressing perceived conflicts of interest.

#### Accountability

The Executive Committee is responsible for implementing, reviewing and updating this policy every three years, and for educating directors of the board, employees and volunteers of CFSC regarding this policy.

## **Small Grants (2001)**

Several types of small grants are available from CFSC:

#### Project Grants

Project grants fund projects which are either:

- done in partnership with one of the program committees of CFSC, or
- undertaken by a partner organisation which reports on the project to the appropriate program committee

#### Monthly Meeting Grants

Monthly Meeting grants support service projects under the care of a Monthly Meeting.

#### Individual Grants

Individual grants help support individual Friends undertaking service or a service project. Such grants can be:

- made by a program committee out of its budget;

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<sup>4</sup> We have chosen not to cite specific monetary value to interpreting the value of a significant gift, rather we ask, «Is the gift something that you, or the giver, would (could) normally purchase without considering its cost? If not, it's significant.»

- under the care of CFSC, through its CFSC Individual Grant program, which is funded through its General Budget. They are considered by a program committee (based on the thematic area of concern of the application) which makes a recommendation to the CFSC Board or the Executive Committee for a decision. They may be made at any time of the year, unlike Project or Monthly Meeting grants which are usually made at the spring and fall Board Meetings.

Decision-making process:

Each program committee determines its own grant making areas, priorities, and process which includes guidelines and application forms. Grants are approved by the program committees and reported to the CFSC Board.

# CFSC Personnel Policy

## **Introduction (2011)**

CFSC follows the terms found in the CYM Personnel Policy (which is in this section) as well as policy that CFSC has developed itself to elaborate on the CYM Policy and to meet its specific needs. The terms of reference for CFSC Personnel Committee are found in the section "Organization and Governance – CFSC Personnel Committee".

## **Hiring process (2011)**

It is CFSC's intent to appoint the best candidate for each position. In achieving this goal CFSC upholds the rights of the individual as set out in the Human Rights Code of Ontario and complies with the laws and statutes regarding fair employment practices in the Province of Ontario.

### Process

To carry out the intent of the hiring policy, and to ensure consistency in the way candidates are treated, all appointments are coordinated through the CFSC Personnel Committee.

A Hiring Committee is appointed by the Personnel Committee. It usually consists of an appropriate Clerk, Staff person and member of the Personnel Committee. The Hiring Committee manages the entire hiring process, consulting with Personnel Committee as needed, and then brings its hiring recommendation back to Personnel Committee for consideration. The person offered the position is then contacted by the Clerk of the Hiring Committee with a verbal offer. This is quickly followed up with a written offer of employment (see CYM Personnel Policy for model letter), which is signed by the Clerk of CFSC Personnel Committee.

### Time Line

- Once an open position is identified, or once a Staff person has submitted his/her letter of resignation, an accurate up-to-date job description is prepared in order for a realistic advertisement to be drafted. The relevant Clerks and/or Committees with which the staff person works should be consulted in this process.
- The advertisement is drafted by the Hiring Committee with support from the staff representative to Personnel who is familiar with practice. The Clerk of Personnel Committee and the General Secretary sign off on the text.
- The position is advertised immediately by notifying:
  - all board members of CFSC
  - all Monthly Meetings
  - CYM Office

It is also posted on CFSC's website, through its communications tools (Quaker Concern, the E-Newsletter, social media).

- The deadline for receiving applications is 21 days after the notices have been mailed.
- Applications are acknowledged promptly.

- All applications and written documentation are reviewed by the Hiring Committee and evaluated according to a particular grading tool. The Hiring Committee determines which candidates will be invited to interview.
- The Hiring Committee interviews all the selected candidates using a particular interview guide and grading scheme. The Hiring Committee ranks the candidates and makes recommendations to CFSC Personnel Committee.
- Final candidates are kept up to date on the status of their applications.
- All final candidates are notified promptly of the outcome of the selection process.
- The appointment is publicized through the same networks as the advertisement for employment (CFSC board members, CYM office, Monthly Meetings, CFSC's communications tools).

### **Board members applying for positions (2011)**

CFSC board members applying for paid staff positions are required to suspend their activities and membership with CFSC upon submission of their application and for the duration of the hiring process. Any member of that person's family who is involved with CFSC must absent themselves from discussions that may present conflict of interest issues. We invite these candidates to resume their valued work once the staff person is hired. If a CFSC Committee member is hired into the staff position, he or she must then resign from CFSC.

### **Home offices (2011)**

Prospective and current CFSC staff can propose to establish and work from a home office for some or part of their work. Requests to work from a home office (and have expenses reimbursed) come to Personnel Committee for a decision, with the support of the main committee with which the staff person works. Personnel Committee works with Finance Committee regarding the financial viability of establishing a home office. *(See also "Finance – Expense reimbursement and budget Disbursements - General expense categories Home office expenses")*.

### **Letters of employment (2011)**

Each letter includes:

- Reference to current Canadian Yearly Meeting Personnel Policy and CFSC's POP Manual (copies appended)
- Conditions of employment
- Salary level
- Job description (copy appended)
- Dates of employment and probationary period
- Explanation of performance review with dates
- Information about withholding military tax, as per CYM policy
- Information about having a Committee of Care appointed.

## **Performance Appraisals (2011)**

Evaluations and performance appraisals are undertaken by CFSC Personnel Committee, which appoints a non-staff member of Personnel to conduct the process. This appointee consults with staff regarding the names of performance appraisers, summarizes the information received, meets with the staff person to review the findings and set goals, and reports back to CFSC Personnel Committee with any recommendations, including contract renewal.

### **Purpose**

The purposes of the performance appraisal are:

- to provide an opportunity for employees to share with the Personnel Committee areas of concern regarding job functions, Staff and employer relations and organizational needs;
- to reinforce and improve employee performance by ensuring that employees know what is expected of them and to provide feedback on how well they are meeting these expectations;
- to provide an opportunity for review of job descriptions
- to provide a basis for decision-making about training and development;
- to identify current strengths and areas for improvement;
- to review achievement of performance objectives from previous year and to develop performance objectives for the up-coming year;
- to provide an opportunity for the employee and the Personnel Committee to reflect on organizational changes needed as a result of the performance review.

Incidents or areas of concern regarding job functions are not introduced for the first time during a Performance Review.

### **Probationary period**

There is a six-month probationary period for new employees, with a review at the end of that time. An annual performance appraisal takes place following probation. Subsequent performance appraisals are set out in *Appendix F: Staff Performance Appraisal Schedule*.

### **Evaluation during the probationary period (2010)**

Employees are subject to a six-month probationary period, which should allow adequate time for the employee to become familiar and proficient with their job description requirements and for their performance to be observed. Within the probationary period, the employee and the designated clerk (or another staff or committee member, as appropriate) meet weekly or bi-weekly (by phone or in person). Within these meetings, the employee and clerk (or another staff or committee member, as appropriate) review the work plan and discuss any concerns raised. As well, the clerk (or another staff or committee member, as appropriate) provides affirmation or direction as required. In addition, a designated member of CFSC Personnel Committee maintains regular contact (at least monthly) with the new employee and the appropriate clerk (or another staff or committee member, as appropriate).

At the three-month point, in advance of a report being prepared for Personnel Committee, the Personnel representative will consult with relevant committee members and employees for constructive feedback to ensure a well-rounded evaluation. If there are specific issues that require remedial training, the Clerk (or another staff or committee member, as appropriate) will discuss these issues with the employee, who will then implement any required changes to the work plan by the fourth month.

At the five-month point, the Personnel representative prepares a brief report on the employee's performance and the job requirements and challenges (based on the job description and work plan). The employee contributes information from a self-evaluation vis-à-vis their job description. The Personnel representative circulates this report to the CFSC Personnel Committee who can offer feedback if requested.

The employee and CFSC Personnel Committee representative meet by phone or in person to discuss the report, with a focus on identifying and affirming strengths as well as areas for improvement or further training that can be integrated into the work plan or related to the committee (for some of the areas of improvement may not be limited to the employee). The Personnel Committee representative will write a summary of the meeting and the employee reviews this summary. If the summary is satisfactory to the employee, both the employee and the Personnel Committee representative sign the summary, which is then placed in the employee's file. If termination is recommended, during or at the conclusion of the probationary period, CFSC will follow procedures in the CYM Personnel Policy and Ontario provincial law (as CFSC is an Ontario-based not-for-profit corporation).

#### Additional appraisals

Additional appraisals may be carried out at the discretion of the Personnel Committee or at the request of Executive Committee. The Personnel Committee coordinates all appraisals. As with all appraisals, CFSC Personnel Committee appoints one of its non-staff members to conduct the process.

#### Process

Performance appraisal interviews with staff often take place at the time of a Board Meeting.

Prior to this, performance appraisers receive a package of information about the process including a form with questions to complete and return to the member of Personnel coordinating the process. The staff person being appraised is consulted in the naming of appraisers. Three appraisers are named, one is a member of staff familiar with the person's work. In terms of the other two named appraisers, at least one should be in a supervisory role of the staff person. Here is a recommended pool of Friends by position to be considered:

- for the General Secretary: the CFSC Clerk, Treasurer, the Clerks of relevant Standing Committees.
- for the Program Coordinators: the Clerks of relevant CFSC Committees.
- for the Finance Administrator: the Treasurer.
- For the Office Administrator: the Finance Administrator (supervisor).

The staff person completes a self-evaluation as well as a review of their job description as a part of the process as well. This information is shared with the member of Personnel Committee who is conducting the appraisal.

The member of Personnel Committee receives all the appraisal information and creates a summary document which is shared with the staff person during the interview. At the completion of the process, the documents received from appraisers is destroyed, with the summary document being put to the staff person's personnel file.

#### The interview

The summary document is shared with the staff person. It provides a framework of discussion about the employee's performance as well as performance objectives and



strategies to achieve them within a set timeline. Clear goals are set for any desired changes. It is also useful to review performance objectives and goals set at the previous appraisal. Job descriptions are re-assessed for both workload and content.

The summary document is amended to include any recommended changes to the job description, performance objectives and goals, etc. It is signed by both the member of Personnel who conducted the process and the staff person, then forwarded to CFSC Personnel Committee for consideration. A recommendation for contract renewal, or termination, is brought forward by the Personnel member to Personnel Committee for decision.

### **Concerns about job performance (2011)**

In the event that CFSC board members, other Friends or Staff Members have a concern regarding an employee's job performance, this concern is brought to the Personnel Committee at the earliest opportunity. The concern is stated in writing with supporting evidence.

The Personnel Committee documents all further evidences of unsatisfactory behaviour.

If the Personnel Committee concludes that a recommendation to give the employee a warning, to terminate the employee's contract or not to renew it, the recommendation must be approved by the Executive Committee. The Executive Committee's decision is conveyed to the employee in writing. Reasons for the decision are explained to the employee.

### **Employer - Employee Relations (2011)**

In the event of dissatisfaction with working conditions or job assignment, the employee discusses it initially with his/her supervisor (this may include be the General Secretary or the Clerk of the Executive Committee) and attempts to resolve the issue.

If this course is unsuccessful, the employee may take the concern to the Clerk of the Personnel Committee who may involve the Personnel Committee as a whole.

If this course is also unsuccessful the complaint is brought to the attention of the Executive Committee. The process for Conflict Resolution may be implemented (see section " *Conflict resolution*").

### **Working conditions (2011)**

As outlined in the CYM Personnel Policy.

When part time staff are travelling for CFSC business they will be paid at the full time rate. Such travel requires approval from the relevant committee and must be a part of the budget.

## **Salary levels (2011)**

As outlined in CYM Personnel Policy.

## **Terms of employment (2011)**

As outlined in CYM Personnel Policy.

## **Committees of Care (2011)**

Committees of Care provide both practical and spiritual support to employees engaged in the work of Friends. A Committee of Care of two to four persons is named by the Personnel Committee after consultation with the employee concerned. New employees are contacted by a designated member of Personnel Committee shortly after their contract begins to discuss formation of a Committee of Care. Although the formation of a committee of care is at the discretion of the employee, employees are strongly encouraged to make use of a committee of care.

Names put forward to serve on an employee's committee of care are to be mutually agreeable to the designated member of Personnel Committee and the employee. Once selected, the designated member of Personnel Committee contacts the new members and provides them with information about their role and responsibilities and designates one member to convene the first meeting of the committee with the employee.

Members of the Committee should be carefully chosen, with a mixture of age and experience represented (refer to the CYM 1985 Minutes, Addendum 2A). The Committee of Care:

- Serves for a three-year period and can change at the request of the employee or committee member, in consultation with Personnel Committee.
- Members can be appointed for subsequent terms, at the discretion of the employee and Personnel Committee.
- Meets in full with the employee, not less than twice a year. Members of the committee are encouraged to maintain regular contact with the employee.
- Listens to the employee's experience of being employed by Friends.
- Helps the employee to develop insight into preventing or solving problems.
- Provides a long-term perspective on any current situations.
- Provides help, both practical and spiritual, during times of stress.

At the first meeting of the Committee, a Clerk is appointed who is then responsible for setting regular meetings with the employee. Should the employee need to meet with the Committee before the next scheduled meeting, he or she will contact its Clerk.

Committees of Care must take care not to create dependency, but to enable employees to make independent, useful choices for themselves. CFSC Personnel Committee will check with employees and Committee of Care Clerks annually to ensure that their

committee of care is functioning as expected and if changes are required; this will be reported at the fall meeting of Personnel Committee. At any time, the employee can ask for the laying down or reformation of their Committee of Care by Personnel Committee. A departing staff person can request that their committee of care continue for a period of time after their employment has ended to provide support during this transition time. For further information on Committees of Care, see *Organization and Procedure of Canadian Yearly Meeting*, Chapter X.

## **Honoraria (2011)**

CFSC has policies on conflict of interest, and criteria for giving honoraria. This policy addressed honoraria offered to CFSC employees. An honorarium issue usually arises when an employee has been invited to participate in an event, conference, or participate in a publication project.

When an honorarium is offered:

- The employee should suggest a general or designated contribution to CFSC rather than a personal honorarium as the most appropriate expression of gratitude or payment by the inviting (or organizing) group. Where this is not convenient, the employee should usually submit the honorarium to CFSC just as s/he also submits all related expenses. If appropriate, a charitable receipt should be issued to the inviting group.

The employee could retain the honorarium under either of the following circumstances:

- The honorarium is given for services unrelated to the person's role as an employee of CFSC. In this case, CFSC will not be paying for the related expenses nor will the preparation or service require time committed to CFSC;
- The honorarium is given with the explicit insistence that it is a personal gift rather than a payment for services of the employee. This could occur even when the service is related to the person's role as long as the CFSC conflict of interest policy as per gifts and hospitality is followed. (*Please also see "Finance - Conflicts of interest - gifts and hospitality"*).

At the discretion of the employee, all or part of the honorarium could be donated to CFSC. The employee would receive a tax-deductible receipt but should be aware that honorarium retained in these cases must be declared as income whether or not they are donated to CFSC.

To prevent misunderstandings, the employee should try to clarify the terms of invitation in advance.

## **Conflict Resolution (2011)**

Principles:

If conflicts arise involving staff, board members, and/or volunteers, the following principles apply:

### *Spirituality*

Conciliation and resolution processes should be undertaken in the "manner of Friends," i.e., preceded and followed by silent worship; marked by careful, tender listening and plain speaking; and open to the leading of the spirit. None of the above should cause participants to repress unduly their emotional expression, but participants should refrain from insulting, demeaning or "labelling" others. The purpose of the resolution process is to choose better, more appropriate actions, not to identify 'wrongdoers'.

### *Openness to New Light*

Conflicts are powerful opportunities for change. They offer new information and insights, the occasion for personal empowerment and points of renewal where our practices may be brought into better alignment with our fundamental beliefs. But these characteristics may be minimized or destroyed if conflicts are denied, or avoided and thus allowed to deepen or widen. Efforts are made to identify and deal with conflicts at an early stage and to approach their negotiation and possible resolution with energy and good spirit.

### *Egalitarianism*

All persons directly concerned with a conflict have the opportunity to be involved in the resolution process. Each person involved is regarded as important and knowledgeable in the matters under discussion and will be accorded a full hearing from others.

### *Confidentiality*

While the chosen resolution process is under way, those involved share information only with those directly involved in the outcome. Any agreement reached is reported fully to the appropriate oversight person or group.

### Process:

The steps in the conflict resolution process are:

- Any individual, or group may initiate the process to resolve a perceived conflict.
- Parties involved in the conflict begin by informally approaching those with whom they believe they are in conflict and attempting to resolve the issue(s) in private negotiation.
- If such direct, informal negotiation does not result in an agreement, then the parties request help from the Clerk of Personnel Committee.
- In response to such a request, the Clerk of Personnel Committee in consultation with Members of Personnel Committee and the Executive Committee provides a mediator to assist the parties in reaching an agreement. This mediator clarifies the details of the resolution process with the parties and facilitates their negotiations. In addition the mediator reports the general schedule of negotiations and the final agreement to the Clerk of Personnel Committee who reports the outcome to the Executive Committee.
- Expenses are borne by CFSC, not by the disputants.
- The Clerk of Personnel Committee is responsible for ensuring that a review and evaluation of the conflict resolution process is carried out.

## **Staff Accountability Model (2011)**

Staff are accountable, generally, to the Board of CFSC through the Committee Clerk with whom they work most closely. CFSC seeks to promote an egalitarian atmosphere among the staff and to provide sufficient means for accountability and support. Given the dependence of accountability oversight on volunteer leadership, there is concern about

consistently having adequate means in place for addressing concerns about appropriate carrying out of responsibilities by staff.

CFSC affirms the following in terms of our current understanding of staff accountability:

- All CFSC members and staff are obliged to abide by the Discipline of CYM (Organization and Procedure), the CFSC Policy, Organization & Procedure manual and decisions made by CFSC (including its committees) and CYM.
- We are accountable for fulfilling the responsibilities outlined in these documents. Accountability is best achieved by an ethic of mutuality: we meet our individual responsibilities, we help each other fulfill our responsibilities and, when necessary, we call each other to account for unfulfilled responsibilities.
- Still, our discipline and policy advise that the clerks and the General Secretary of CFSC have a higher level of responsibility to ensure that committees and staff are fulfilling their responsibilities. They are accountable to CYM for the overall functioning of CFSC.

Therefore, we ask that all members and staff of CFSC familiarize themselves with Organization and Procedure of CYM, the CFSC Policy, Organization & Procedure Manual and recent decisions of CFSC and CYM to guide our actions and fulfill our service to CFSC and CYM. When serious concerns regarding fulfillment of responsibilities arise, they shall be brought to Personnel Committee and/or Executive Committee.

# **Canadian Yearly Meeting Personnel Policy (2012.09)**

## **1. Basis for Friends' Employment**

Friends' beliefs are founded on our experience of "that of God" in all persons and situations. Flowing from this we are committed to respecting the dignity of the person while we also recognise the essential nature of corporate life. These two exist in creative tension. We affirm the dignity of labour as a fundamental aspect of human existence and affirm its importance in the lives of our employees. Our task as employer must recognise and consistently seek ways of ensuring the full development of persons at every stage of life. To be consistent in seeking justice we must act with justice, individually and institutionally.

All Friends are responsible for the work and witness of Canadian Yearly Meeting. Effective organization of this work and witness requires different roles for different individuals and groups. As some roles call for the employment of persons it is the responsibility of the Yearly Meeting to create and maintain a just work environment which includes decent working conditions, fair wages and benefits. Such an environment engages both employer and employee in the process of decision-making, grounded in worship, and requiring mutual respect, listening and hearing. A just work environment also encourages and supports the calling to service of each employee.

Although not all employees may be Friends, all are included in this process. We recognize that, while it may not be so for all, some of those employed by Friends will be called to this work as a form of ministry.

## **2. Employment Equity**

It is the policy of Canadian Yearly Meeting to conduct its recruitment and other employment practices to promote the purpose and to comply with the spirit of fair and equitable employment. Discrimination on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, gender, sexual orientation, age, marital status, family status or handicap will not be tolerated in employment.

It is important that committees employ those individuals best able and most competent to perform the services required. Yearly Meeting committees who employ staff may require that a position be filled by a member of the Religious Society of Friends (in accordance with human rights legislation). Where membership is not required and where two candidates are equally qualified, preference will be given to a member of the Religious Society of Friends.

## **3. Sexual Harassment**

Sexual harassment is prohibited by federal and provincial law. Sexual harassment is: unwelcome sexual advances, requests for sexual favours and other verbal, written or physical conduct of a sexual nature, whether or not they are accompanied by explicit promises or threats, made by a person who knows, or ought to know that this attention is unwanted. Sexual harassment can include: unwanted sexual innuendo, sexual jokes and body language, persistent questions pertaining to sexual orientation, overt physical

actions such as unwanted embracing or fondling, and physical assault. Friends will not tolerate sexual harassment. Complaints of sexual harassment will be taken seriously and dealt with in a spirit of compassion and justice. A process for responding to complaints is outlined in the *Appendix A*.

#### **4. Committee Membership**

The Personnel Policy Committee is a committee of Representative Meeting and consists of the following members:

- Clerk: named by Representative Meeting;
- CYM Office Committee representative: named by CYM Office Committee (members of the CYM Office Committee are named by Representative Meeting);
- CFSC Personnel Committee representative: named by the CFSC Personnel Committee (members of the CFSC Personnel Committee are named by CFSC);
- Publications and Communications Personnel Subcommittee representative;
- HMAC Personnel Subcommittee representative;
- Youth Secretary Committee Personnel Subcommittee representative;
- Clerk of Representative Meeting;
- CYM Office staff representative: named by CYM Office employees;
- CFSC staff representative: named by CFSC employees;
- Publications and Communications staff representative: named by P&C employees;
- HMAC staff representative: named by HMAC employees;
- Youth Secretary.

The Subcommittees listed in this section are referred to below as Personnel Subcommittees. Each Personnel Subcommittee has a description of its functions and terms of reference, as it relates to the appropriate employing committee and its employees in implementing approved policies.

[revised 2011.05]

#### **5. Conditions of Employment**

Representative Meeting is responsible for the employment of staff for the Yearly Meeting office. The employment of staff of Yearly Meeting committees is the responsibility of the respective committees.

- Each Yearly Meeting committee that employs staff (employing committee) is encouraged to establish a Personnel sub-committee to implement CYM Personnel Policy (including performance assessments) and any additional policy interpretation specific to the needs of that committee;
- Each employing committee will have a policy statement with regard to specific hiring procedures for that committee;
- The Clerks of employing committees (or their Personnel sub-committee Clerk) will ensure that newly appointed committee members receive a copy of the CYM Personnel Policy, committee-specific policy (including hiring procedures), job descriptions, and an Internet link to the provincial employment standards in use;
- Employment appointments are on a term basis for renewable terms, normally three years (see Section 6 – Letters of Employment);
- Each employee will have a job description that includes individual tasks and areas

- of responsibility as well as the line of accountability for job performance;
- All personnel practices will be carried out in conformity with provincial employment standards.

[revised 2010.05]

## **6. Letters of Employment**

All new employees receive from the Yearly Meeting committee that employs them (i.e., employing committee) a letter of appointment outlining conditions of employment.

Each letter will include (see *Appendix C* for a sample):

- Information about the salary level and benefits, including the forms to undertake the experience and needs assessment necessary for determination of the final salary (and a deadline for return of completed forms);
- Information about withholding of military taxes if desired by the employee (see Section 23);
- A copy of Canadian Yearly Meeting Personnel Policy as well as any specific policies and conditions of work adopted by the employing committee;
- job description (including individual tasks and areas of responsibility as well as the line of accountability for job performance);
- Dates of employment (beginning and end dates of term), length of probationary period, and the date of the performance review preceding the end of the probationary period;
- The procedure by which a Committee of Care will be named;
- A request for written confirmation from the employee of acceptance of the terms of the letter of appointment.

Following the satisfactory completion of the probationary period or the renewal of a term, a letter of continuation of employment will be sent to each employee (see *Appendix C* for a sample) The letter will include conditions of employment and any new terms of employment, and will state the timing of the next performance appraisal (preferably at least three months before the date a decision on term renewal is required).

[revised 2010.05]

## **7. Employee Files**

A file will be kept for each employee that will include (see *Appendix C* for a sample checklist):

- copies of letters of employment and contract;
- employee's resumé;
- records of overtime, compensatory time, vacation time, personal and sick leave;
- performance review results;
- commendations and a summary of disciplinary actions;
- salary records;
- rationale for the employee's salary level;
- letters of reference and travelling minutes for the employee;
- other appropriate documents;
- termination correspondence and documents.



Personnel records are confidential. They are accessible to the individual employee concerned, and the relevant clerks and Personnel Subcommittee. Files will be kept a minimum of seven years.

## **8. Performance Review**

Performance reviews will be carried out minimally on an annual basis and before the end of probationary periods. Particular attention will be given to reviews carried out prior to the end of probationary periods and prior to renewal of contracts.

The purposes of the performance review are:

- to provide an opportunity for employees to share areas of concern regarding job functions, staff and employer relations and organizational needs;
- to reinforce and improve employee performance by ensuring that employees know what is expected of them and to provide feedback on how well they are meeting these expectations;
- to provide an opportunity for review of job descriptions;
- to provide a basis for decision-making about training and development;
- to identify current strengths and areas for improvement;
- to review achievement of performance objectives from previous year and to develop performance objectives for the up-coming year;
- to provide an opportunity for the employer to reflect on organizational changes needed as a result of the performance review.

Each Yearly Meeting committee who employs staff will develop its own procedures for carrying out reviews for their own employees. Yearly Meeting committees who employ staff are asked to share these with Personnel Policy Committee for information purposes.

## **9. Employee Development**

Employees are encouraged to seek opportunities to increase their knowledge and skills. The purpose is to equip employees to conduct their work in an improved manner by:

- broadening their information base in all aspects of their job description;
- increasing their technical, administrative and managerial skills;
- nurturing their spiritual growth.

The maximum working time permitted for employee development in any one year is five days for each employee. "Unused" days are not carried over into a subsequent year. Both the employer and employee are free to initiate proposals, but final approval must be given by the employer. The employer should maintain an adequate line in the annual budget to cover expenditures for employee development.

## **10. Committees of Care**

A Committee of Care provides both practical and spiritual support to an employee engaged in the demanding work for Friends. Employees are strongly encouraged to make use of a Committee of Care (see *Organization and Procedure of Canadian Yearly Meeting*,

Chapter 8). The Personnel Subcommittee will consult with the employee about a Committee of Care and appoint one as requested. The employee participates in the naming of a Committee of Care.

## **11. Hours of Work**

The work week for full-time employees is 35 hours. Flexibility is allowed in individual schedules, provided that all functions are adequately covered. Job descriptions will reflect a job load that may be reasonably carried out in the normal work week. Because of the nature of the work, employees may need to work extra hours on occasion. In so far as it is practical, employees are encouraged to take compensatory time for such additional hours worked as soon as it is earned. We acknowledge that our staff are often called to work longer hours than the "normal" 35 hour work week, especially during trips out of the office. While full hour-for-hour compensatory time is not feasible, some compensatory time is necessary and in keeping with the spirit of our policy regarding justice for employees.

Chronic overtime may be a result of unrealistic job expectations and needs to be addressed by Yearly Meeting committees who employ staff. Travel time on Friends' business is considered to be part of the work week. Employers are responsible for keeping records of employee overtime, compensatory time, holidays (including statutory holidays), personal leave and sick leave (see *Appendix C*).

## **12. Expenses**

Employees should not have to subsidize the costs of carrying out Friends' business. If the budget is insufficient to provide for these costs, Friends need to explore other ways of doing the work.

### **(a) Per diem expenses**

Employees will be reimbursed for costs associated with approved attendance at conferences, yearly meeting sessions, etc., including travel, registration, accommodation and meals. Employees are encouraged to arrange hospitality and be modest in their expenses when travelling among Friends. Such expenses will be reimbursed. Yearly Meeting committees who employ staff may set a maximum per diem for non-Quaker conferences.

### **(b) Travel**

Employees will be reimbursed for costs associated with approved travel. The most appropriate means of transportation should be used, taking into consideration factors such as cost, time, effective use of resources, health, etc. Full bus, train or airfares will be reimbursed; travel by car will be reimbursed at the current Canadian Automobile Association rate for a compact car. Where car rental costs are less expensive this alternative should be considered. If an employee chooses to use a means of transportation more costly than would normally be considered, s/he will assume the extra costs.

### **13. Vacations**

Full-time employees earn annual leave at the rate of 1 2/3 days for each full month worked. This totals 20 days in a year. Leave time will not usually be granted during the first three months of employment. No more than 20 days may be accrued. Leave time is pro-rated for part-time employees. Vacations will be arranged by employees and the Yearly Meeting committee who employ staff to be taken at a mutually convenient time. In special circumstances, Yearly Meeting committees who employ staff may approve leave time being taken prior to being earned. In the event of termination, an employee will be paid for any unused leave.

### **14. Statutory Holidays**

New Year's Day, Good Friday, Victoria Day, Canada Day, Civic Holiday (in Ontario 1st Monday in August and 3rd Monday in February), Labour Day, Thanksgiving, Christmas Day, Boxing Day. The following days are also paid holidays: Easter Monday and a half-day each on Christmas Eve and New Year's Eve.

### **15. Sick Leave**

Employees are eligible for leave with full pay, in case of personal illness, up to a maximum of 16 days a year. This is not an entitlement. Unused sick leave may not be accumulated. Cases of long illness will receive special attention. Sick leave may include days for preventative health care. Employees are encouraged to use flex-time for short term appointments.

### **16. Personal Leave**

Up to five days may be used as personal leave, for personal and family matters other than, and in addition to, sick leave. Where possible, arrangement should be made with others in the office and the Yearly Meeting committee who employ staff. Unused personal leave may not be accumulated or used to extend a vacation. Cases of long illness will receive special attention.

### **17. Parental Leave**

*(The following guidelines are based on the Federal Employment Insurance Act (2000) and the Ontario Employment Standards Act (2001).* We believe other provinces have similar requirements. When a request is made for leave under this section by an employee working in another province the legal requirements for that province should be reviewed.

#### **(a) Pregnancy leave**

Pregnancy leave is a right pregnant women have under the Employment Standards Act to take a leave of at least 17 weeks off work. The employer does not have to pay wages to an employee on pregnancy leave, but eligible workers can apply for "maternity benefits" from the Employment Insurance Program during their pregnancy leave.

#### **(b) Parental leave**

Parental leave is a right new (biological or adopting) parents have under the Employment

Standards Act to take time off from work when a baby or child first comes into their care:

- The birth mother can take 35 weeks of parental leave immediately after her 17 weeks of pregnancy leave for a total of 52 weeks.
- Parental benefits can be collected for up to 35 weeks by biological and adoptive parents or by their partners.
- Parental benefits can be claimed by one parent or shared between the two partners.
- Parental benefits for biological parents and their partners are only available within the 52 weeks following the child's birth or, for adoptive parents, with the 52 weeks from the date the child is placed in their care.

All applications for pregnancy, adoption, parental leave must be made in writing to the Clerk of the appropriate Personnel Subcommittee.

## **18. Jury Duty**

When an employee is subpoenaed in court or called to jury duty, in principle he or she will be granted time off without loss of income. In each situation, consultation will take place between the Yearly Meeting committee who employ staff and employee with respect to the needs of both.

## **19. Employer/employee Relations**

Friends' experience with the Peace Testimony will guide us in these areas. Yearly Meeting committees who employ staff need to take care to clearly express expectations of our employees, and to regularly review their performance and communicate any concerns.

### **(a) Conflict resolution**

When conflicts arise they will be addressed openly and promptly. Yearly Meeting committees who employ staff will establish procedures whereby employing committees or employees may seek assistance in resolving conflicts. (*See Appendix A.*)

### **(b) Resignation**

When an employee decides to resign, three months notice is requested where possible.

### **(c) Termination**

When termination of employment is necessary, every reasonable effort is made to provide the employee with as much advance notice as possible.

- Permanent employees being laid off are entitled to two weeks salary for every full year of employment to a maximum of three months, in a combination of termination notice and/or pay in lieu of advance notice.
- During the period of termination notice individuals will be allowed reasonable time off to seek employment.
- Where service of an employee is to be terminated without notice, then pay in lieu of notice will be paid in a lump sum at the time of termination.
- Termination "with cause" in incidents of gross misconduct may occur immediately, with payment of salary and benefits for a period specified by provincial employment standards.

- Termination “without cause” should only occur after more than two unsatisfactory performance reviews, with active supervision in the interim. A probationary period may be appropriate after a second unsatisfactory review. In cases where an employee does not meet performance expectations, the frequency of performance reviews should be increased in order to expedite improvement or termination. (*See Employment Standards Act, Ontario.*)

(d) Exit interview

An exit interview will be conducted with each employee at the end of their term of service. The purpose of the exit interview is to gather information so that the Personnel Subcommittee can evaluate the person's experience and formulate future goals. (*See Appendices A and C.*)

## **20. Salary**

The original vision and rationale for the CYM Personnel Policy stated that, “there are different approaches to determining the level of remuneration for employees. Two of the most common are needs related and job related approaches.” A policy for the remuneration of employees in the Society of Friends in Canada was developed, based on needs related criteria with some consideration being given to experience.

At that time it was envisaged that a non-hierarchical model was in line with Friends’ testimonies and that staff would serve for shorter terms (e.g. six years) and that staff would likely be in two-income families. Experience has borne out that there is a need to recognize and recompense differing responsibilities, accountability and skills expected in a job description even as our model remains non-hierarchical, while maintaining limited disparities between levels.

The salary model now contains three categories of job responsibility, accountability and skills with an annual increment for experience (for 10 -15 years, depending on starting salary). Salaries are increased annually in January by the national average Consumer Price Index (CPI) available from Statistics Canada, as is the total grid to enable positioning new employees.

(*See **Appendix B** for the salary grid and the process for salary calculation*)

We continue to honour the importance of enabling those who enter the employ of Friends to do so without placing an unjust burden on their dependents. The salary model comprises an allowance for child dependents in full time education. An allowance for adult dependents is available in extreme circumstances (e.g. spouse is medically unable to work, unable to find work). In this situation staff would apply with details to their employing committee for consideration of this allowance. Both allowances are indexed to the cost of living and calculated separately to allow for future changes in dependent status.

As in the original vision, we provide remuneration for all employees that will enable them to live at a reasonable standard of living and be able to provide for retirement and the risks of ill health or accident. As part of the benefit plan, 5% of the employee’s salary will continue to be contributed to their RRSP account, with the employee contributing an equal amount. When staff reach the maximum salary level in their job category, their annual experience increment will be replaced with an additional 1% RRSP per year

contribution by the employing committee, for the next eight years to a maximum of a 13% per year. After that (18 or more years of service), staff will receive only the CPI.

(See **Appendix B** for details regarding criteria for the dependents allowance and the RRSP contribution)

In some cases a supplement for special needs not covered by the benefits plan may be paid up to a maximum of \$5000 per annum. The amount of the employer's contribution is decided by the employing committee on an individual case basis. The \$5000 is not an entitlement.

(See **Appendix D** for procedures.)

## **21. Benefits**

(a) The employer will make available appropriate benefits including extended health care, dental plan and long-term income protection. Where a decision is made that employees will join a group plan, this will be done under a name that indicates clearly that it is available to any employee of the Yearly Meeting.

(b) Benefit plan:

- The plan must be selected so that all employees of Yearly Meeting have equal access to benefits;
- Participation in the plan will be optional;
- Yearly Meeting committees who employ staff will pay 50% of premiums unless there are tax considerations that indicate other payment options would be beneficial for the employee in the long term, (for example, benefits under long term income protection are non-taxable where the employee pays 100% of the premium);
- Where an employee decides not to participate in an approved plan, s/he may propose an alternative to the Yearly Meeting committee who employ staff for consideration.

(c) Yearly Meeting committees who employ staff will contribute 5% of salary to an employee's designated Registered Retirement Savings Plan (RRSP) account. The employee is expected to contribute an equal amount.

(d) See Section 23 with regard to persons who work less than 20 hours a week.

(e) Supplementary benefits during maternal and parental leave:

- Maternal and parental leave benefits are provided for under Employment Insurance (EI) regulations during the 52 weeks following birth or adoption of a child (see Section 17. Parental Leave). A birth mother may take maternal leave of up to 17 weeks, and additional parental leave of up to 35 weeks can be taken by one parent or shared by both. Adoptive parents are entitled to share a total of up to 52 weeks of parental leave. Currently (2007) in Ontario the government benefit during these leaves is 55% of the salary up to a maximum of \$413 per week after a two week waiting period. Under EI rules any supplementary benefit provided by the employer together with the benefit paid by EI cannot exceed 100% of the employee's salary. CPP, EI and taxes must be paid on the supplementary benefit.
- CYM employees are entitled to benefits to supplement their EI earnings during maternity and parental leave. Subject to the EI regulations mentioned above, a

full-time employee on maternity leave is entitled to benefits to supplement her EI earning over this 17-week period from her CYM employing committee up to a maximum of \$13,000. If she decides to take parental leave following her maternal leave, she is only eligible for additional benefits to a maximum of \$13,000 for the two leaves combined. Any other full-time employee who is taking parental leave is entitled to a maximum of \$13,000 in supplementary benefits from the CYM employing committee to augment their EI earnings during the leave. Employees who are not full-time are eligible for similar supplementary benefits pro-rated to full-time equivalency.

- If the employee resigns within the 12 months following the period in which supplementary benefits have been paid, the employee shall reimburse the employer. If there are extenuating circumstances to the employee's resignation, the employee may approach the CYM employing committee for consideration of an adjustment to the amount of reimbursement required.
- Employees must give adequate notice to the employing committee of forthcoming maternal or parental leave to give the committee time to prepare for the leave. The committee will need to make arrangements, such as a replacement hiring or work coverage, several months ahead of the start of the leave. Adequate cross-over time between the employee going on leave and any replacement worker should be part of the planning.
- If a CYM employing committee, other than CFSC, finds implementation of the policy financially difficult then they should apply to the CYM Finance Committee for assistance.

## **22. Friends Peace Testimony/Withholding of Military Taxes**

Canadian Yearly Meeting reaffirms the centrality of our corporate Peace Testimony (see *Appendix A*). We are clear that it is contrary to the intended uses of the resources entrusted to us when they are used in war preparation rather than the nurturing of life. As a yearly meeting we are seeking ways that we may express this conviction in practice as a responsible employer [1991-8-55]. Canadian Yearly Meeting has minuted the wish to enable Canadian Yearly Meeting employees to live according to their beliefs when they are conscientious objectors to the payment of taxes for military purposes. [1988-8-52]. We recognise that not all our employees will feel led to this particular form of witness [1991-8-55]. An employee may initiate a request to have the military portion of their income tax remittance withheld by writing a letter to the appropriate Yearly Meeting committee who employs staff, stating the reasons s/he feels called to be part of this witness. The employing committee then request that funds either be withheld in a special account within the financial accounts of Canadian Yearly Meeting or remitted to Conscience Canada's Peace Tax Fund until a mechanism for such conscientious objectors is created by the Canadian Government. The employing committee will inform the Clerks of Representative Meeting and of Yearly Meeting how it has accommodated the employee's request.

## **23. Part-Time and Short-Term Employees**

### Long-term employees

This category includes people who are working long-term (usually over 18 months) at less than 20 hours a week and do not qualify for participation in the benefit package offered. The majority of persons working part-time in the labour market today are doing

so out of necessity and need benefits. The Yearly Meeting committee that employs staff will pay an amount equivalent to the employer's share of the benefits premiums pro-rated for hours worked and if necessary, consider an additional amount under the special needs section of our salary and benefit policy (*see Sections 20 and 21*). This category may include employees who are job sharing. The employing committee uses the salary calculation in Sections 20 and 21 to determine their salary level.

#### Short-term employees

This category includes persons who are hired for a set period of time (usually three to 18 months) to undertake a specific set of tasks captured in a job description either on a part-time or full-time basis. For employees in this category, the employing committee can use an hourly rate or a variation of the salary calculation in Sections 20 and 21.

#### Casual workers

For part-time work of a casual nature (either regular or occasional), hourly rates for employment are established for the particular job requirements according to market criteria. When setting the rates employing committees need to take into consideration that the majority of persons working part-time are doing so out of necessity and they need to consider their responsibilities in setting the hourly rate which, by its nature, does not include any benefits.

#### Contractors

Sometimes an employing committee will decide to purchase the services of an independent contractor (for example, in the past some Yearly Meeting book-keepers have chosen to work under contract). An employing committee agrees to purchase the services of such an agent according to the rates charged by the business. These rates reflect that the person needs to be responsible for their own health care, retirement benefits and vacation pay. A contract of this type will provide considerable detail about the terms of employment (*see Appendix C*). It should be emphasized that a contractor does not come under the terms of the CYM Personnel Policy with respect to salary, benefits, leave, etc.

## **24. Other Meetings That Employ Staff**

Monthly Meetings are encouraged to make use of the Canadian Yearly Meeting Personnel Policy in their employment practices appropriate to their needs.



## **APPENDIX A**

### **Conflict resolution**

The following procedure is one suggested way of enabling individuals to manage and/or resolve conflicts. Where a situation arises in which a staff person is involved in a conflict situation with another staff person or a member of Canadian Yearly Meeting, that staff person may ask the Personnel Subcommittee for assistance in handling the conflict.

- (a) Personnel Subcommittee will name a mediator.
- (b) The mediator invites persons involved in the conflict to discuss what is troubling them, checks out their perceptions; seeks clarification through active listening; and refuses to take sides.
- (c) The mediator invites each party to meet with others involved in the situation. At these meetings: each party has an opportunity to describe the incidents leading to conflict, how they made them feel, without interruption; the other party will listen and attempt to restate what he or she just heard; the mediator checks with first party, asking if the restatement is substantially correct; the mediator helps both parties to identify common interests and concerns; the mediator encourages parties to brainstorm solutions; an agreement is made which summarizes where the brainstorming led.
- (d) A few weeks later the mediator reviews the agreement asking what has worked and what has not worked.

### **Exit interview**

Except in cases of involuntary termination, a letter will be sent to the employee within three months of the end of a term of service which includes questions based on the following list. Where possible a personal interview will be conducted from which an informal report will be prepared for the Personnel Subcommittee.

In thinking over your time in this position:

- Was there adequate support and information when you began your work?
- Was the job description helpful/accurate?
- Was the communication with your employer effective and timely?
- Did you get adequate support from your co-workers and your employer?
- Were the performance reviews helpful?
- If your contract was renewed was this done in an appropriate manner?
- Was your Committee of Care effective?
- What do you consider the most important learning you gained from working with and for Friends?
- What was the least rewarding/disappointing experience in your work with and for Friends?
- Is there anything else you wish to add?
- Are you interested in receiving a letter of reference for your work?

## **Sexual harassment**

*Because of our deep conviction that there is that of God in every person, Friends affirm the basic dignity of all humankind. We seek to be a community of trust and mutual concern which challenges all forms of violence and oppression, a community in which faith and principles find appropriate expression in action. Sexual harassment and abuse profoundly violates both the individual and that community of love and trust for which we yearn. When such abuse has occurred, f/Friends are called to assist in support and healing.*

Canadian Yearly Meeting is committed to providing a work environment for its employees and volunteers that is free from discrimination and harassment. This includes those forms of discrimination and harassment that are unlawful. Actions, words, jokes, comments based on an individual's sex, sexual orientation, race, disability, ethnicity, age or religious beliefs will not be tolerated.

In particular, sexual harassment, both overt and subtle, is a form of misconduct that is demeaning to another person and undermines trust and respect. Anyone engaging in such behaviour will be subject to disciplinary action, up to and including termination of employment, termination of committee appointment or exclusion from a gathering, project or office premises.

A man, woman or child may be the victim of sexual harassment, and a woman, man or child may be the harasser.

### **Definition**

Sexual harassment usually falls into one of three categories, but is not limited to:

- Verbal: sexual innuendo, suggestive comments, threats, insults, jokes about gender-specific traits, sexual propositions.
- Nonverbal: making suggestive or insulting noises, obscene gestures, whistling, leering.
- Physical: touching, brushing body, pinching, attempted or actual sexual intercourse, assault.
- Often there are differences in power or influence between parties. There may also be explicit or implied threats or promises of favour toward a person who is subjected to sexual harassment. Persons who depend on an employed position for their means of livelihood are particularly vulnerable to differences in power.

In addition, certain behaviour that is not directed at a particular person may nevertheless contribute to a "hostile work environment" and constitute sexual harassment. Examples include the posting of pornographic or suggestive art in offices or public areas, or sexually explicit discussions which may be acceptable to the participants but not to others within hearing.

Incidents of sexual or other unlawful harassment include (among others) the experience of being sexually harassed, an unjust accusation of sexual harassment, the observation of acts of sexual harassment or the presence of a hostile work environment. In unclear or borderline cases, those who are made uncomfortable by any behaviour may make their views known to the appropriate person (see below) and the matter will be investigated fairly and without punitive intent so that the legitimate concerns of all parties may be respected.

### **Procedure**

This policy applies to employees, committee members, programme participants and volunteers.

Anyone who discovers potential criminal behaviour especially involving minors must immediately contact the police.

Any person who wants to report an incident of sexual or other unlawful harassment has the responsibility of reporting the matter promptly to the clerk of the employee's Yearly Meeting committee. If the clerk of the Yearly Meeting committee that employs the staff person is unavailable or if the person believes it would be inappropriate to contact that individual, the person should contact the clerk of Personnel Policy Committee or another member of that committee in a timely manner. If the person who is making a complaint conscientiously feels that contacting these individuals would not be appropriate, s/he may contact the clerk of Representative Meeting.

Any clerk who becomes aware of possible sexual or other unlawful harassment should promptly initiate an investigation and immediately advise the clerk of the Personnel Policy Committee that such an investigation is being carried out. The clerk of the Yearly Meeting committee that employs the staff person ensures that the investigation is carried out by a person trained and experienced in such investigations. The clerk of the Personnel Policy Committee has a responsibility to ensure that all investigations of sexual or other unlawful harassment are conducted in a timely and appropriate manner. S/he is also responsible for ensuring that any individual involved in such an investigation has personal support when such is requested. This applies equally to all parties in such circumstances. It is essential that every complaint be handled in a confidential manner consistent with the need to investigate it promptly, thoroughly and impartially. All parties involved will be interviewed individually and asked to submit written, signed statements. The involved parties will be informed in writing of the findings of the investigation and/or corrective actions, if any. Involved parties have the right to lodge a complaint with the police or to engage legal counsel, as appropriate, but need to know that this may hinder or prevent this policy from proceeding.

We seek to protect each person. We ask persons who are not involved in the investigation to understand the importance of confidentiality and not to circulate rumours or seek to gain information to which they are not entitled. Inappropriate sharing of information may endanger the integrity of the investigation and may subject those involved to possible lawsuits for defamation of character.

Incidents of concern or complaints involving persons not covered by this policy may be reported to persons designated by Yearly Meeting of Ministry and Counsel or to persons designated by local Meetings for this purpose.

*[Approved for use on an interim basis by Representative Meeting 96-05-16b]*

### **Peace testimony**

Declaration to Charles II, 1661:

*We utterly deny all outward wars and fightings with outward weapons, for any end or under any pretence whatsoever. And this is our testimony to the whole world. The spirit of Christ, by which we are guided, is not changeable, so as once to command us from a thing as evil and again to move unto it; and we do certainly know, and so testify to the world, that the spirit of Christ which leads us into all Truth, will never move us to fight and war against any man with outward weapons, neither for the kingdom of Christ, nor for the kingdoms of this world.*

## APPENDIX B

### Salary calculations

*(Not part of the policy, but intended to help in implementing the policy)*

Salaries are calculated according to a salary grid with three category levels based on the responsibilities, accountability and skills required in the job description.

Within each category there would be a starting salary range, based on the assessment of the level of skills, knowledge and experience, which the employee brings to the job criteria. There would be minimum disparity between salary levels.

#### Salary range:

In the first grid below, the first column shows the three categories and sample staff positions; it uses CFSC positions as the example, as this CYM committee already has a measure of where their staff would be positioned on the grid.

The second column of numbers represents the salary range **(2012 figures)** for each position at the time of hiring, representing five increments of \$1000. The starting salary would be benchmarked based on relevant experience to the position and education. New hires would not be benchmarked beyond this range.

The final number represents the maximum payable at the time of hiring for each category. See second grid below.

Low to high accountability/skills	Starting salary range		Annual increments of \$1000/yr. for 10 – 15 years depending on where starting salary is.	
	<b>Category 3 –</b> e.g. General Secretary & Finance Administrator	<b>\$53 – \$58k</b>	<b>Starting salary + \$1000 a year to maximum salary of \$68k</b>	
	<b>Category 2 –</b> e.g. Program coordinator	<b>\$45 – \$50k</b>	<b>Starting salary + \$1000 a year to maximum salary of \$60k</b>	
	<b>Category 1 –</b> e.g. Administration Assistant	<b>\$37 – \$42k</b>	<b>Starting salary + \$1000 a year to maximum salary of \$52k</b>	

Cat 3	53	54	55	56	57	58	Max @hire	59	60	61	62	63	64	65	66	67	68
Cat 2	45	46	47	48	49	50	Max @hire	51	52	53	54	55	56	57	58	59	60
Cat 1	37	38	39	40	41	42	Max @hire	43	44	45	46	47	48	49	50	51	52

## Benchmark Criteria for Salary Categories

### *Category 3:*

- Accountable for the overall administration and/or the financial management of the organization (including policy development, and implementation)
- Staff oversight/management responsibilities and/or responsibilities in directing aspects of other staff's work plans
- Level of competence commensurate with the complexity of the financial and administrative requirements of the position
- Relevant skills, work experience, level of education, and Quaker experience
- Requirements may include Category One and Two criteria

### *Category 2:*

- Planning, coordination and implementation of a specific program under the oversight and direction of a committee
- Management of the program's budget, which is approved and regularly monitored by the committee
- Communicates the function and purpose of the program, facilitates engagement and provides resources for Friends to engage with the program
- Level of competence commensurate with the complexity of the program (e.g. financial, administrative, international dimensions, external reporting) and level of creativity needed to accomplish the goals of the program
- Relevant skills, work experience, level of education, and Quaker experience
- Requirements may include Category One criteria

### *Category 1:*

- No overall accountability for the program or committee which the position is serving
- Specific program and administrative tasks or duties, clearly defined in the job description, and performed under the direction of a committee or other staff

## Process of implementation

Each employing committee will determine the criteria for each job in order to position it in a category on the grid, including consideration of skills required and the level of accountability and responsibility.

The hiring committee then assesses where the employee would start in the salary range, once they have determined a candidate to hire. They consider the level of skills and ability they bring to the requirements of the position as a part of this process, referencing the criteria for the position. Once determined, they forward this to the employing committee for approval, and then make the offer to the candidate (all candidates will know the range as it will likely be posted as a part of the job posting).

### *An example:*

Committee X needs to hire a new staff person who will be required to develop, deliver and manage programs under the direction and oversight of Committee X. S/he will not have a high level of accountability as the Clerk and Treasurer provide strong oversight and take care of much of the financial management requirements. Using the job description as a key source document, criteria are developed, based on the current needs of the committee/position. The position is benchmarked at Category 2, and the criteria are provided to the appointed hiring committee. The job is advertised with the starting salary range for Category 2 of \$45-50,000 (2012 figures).

Applications are received, shortlisted candidates are interviewed, and unity is reached on offering it to Candidate B. The hiring committee reviews their interview notes, Candidate B's resume and references, comparing them to the criteria provided by the employing committee (and the job description). They agree that a starting salary of \$48,000 is appropriate. They forward their recommendation to the employing committee, with a rationale. They agree and the job is offered to Candidate B who accepts. Candidate B now will be eligible for \$1000 a year experience increments for the next 12 years, until they reach the maximum salary of \$60,000, *(in addition to other parts of the salary package noted below)*.

Should a job description change substantially, this grid would allow an employing committee to re-assess the criteria required and establish a new benchmark.

Additional parts of the salary package:

1. Individual salaries will continue to be increased annually by the national average **Consumer Price Index** (CPI) available from Statistics Canada. The entire salary grid will be increased by the CPI annually to facilitate hiring in subsequent years and benchmarked against comparable organizations every 3-5 years.

2. Staff will also to receive a 5% **RRSP** match, as they currently do, and will continue to be required to contribute 5% of their salary towards their retirement. At the point that staff reach the maximum salary level in their job category (10-15 years into employment), their annual experience increment will be replaced with an additional 1% RRSP per year contribution by the employing committee, for the next 8 years to a maximum of a 13% per year. After that (18 or more years of service), staff will receive only the CPI.

3. The salary includes a **dependent allowance for children**. As of 2012, staff with one dependent child would receive an allowance of \$7,000; if staff have 2 or more dependent children they will receive \$ 10,000 total in dependent allowance. If there are 2 working parents in the home, the allowance will be 50% of this amount.

This allowance will also be indexed according to the national CPI. It is calculated **separately** and then added to the salary. This allows for future changes in dependent status, when the allowance is subtracted.

Children are considered eligible dependents if they are in fulltime education. This can continue to a maximum age of 25 or completion of one post secondary degree (whichever comes first). If time is taken off from their course of study, the allowance ceases for that period.

4. A **dependent allowance amount for adults** would only be used if there are extreme circumstances (ex. spouse is medically unable to work, unable to find work); staff would apply with details regarding the situation to their employing committee for consideration of this allowance. The adult dependent allowance would be \$7,000 (2012).

See **Appendix D** for details.

Part-time employees

Salaries for part-time, non-casual employees are pro rated (see Sections 21 and 23).

## APPENDIX C

*(Not part of the policy, but material which may be helpful to employing committees.)*

### **Sample checklists**

Forms and checklists such as the following are used by the Personnel Subcommittee of CFSC and may be helpful as models for other Personnel Subcommittees.

### **Personnel Records**

Personnel records are confidential. They are accessible to the individual employee concerned, and the relevant Clerks and Personnel Subcommittee.

Files are kept for a minimum of *seven* years.

The employee has a parallel file. Nothing is included in the file that the employee does not have a copy of.

#### *Contents of File:*

1. Name of employee: -----
  2. Date file opened: -----
  3. Letter of application and resume.
  4. Initial letter of employment with contract.
  5. Calculations showing how salary was arrived at.
  6. Renewal letters of employment with contracts and salary statements.
  7. Original job description.
  8. Performance reviews.
  9. Commendation and summary of disciplinary actions.
  10. \*Record of overtime, compensatory time, vacation time, personal and sick leave.
  11. Job description at time of leaving.
  12. Letter of resignation.
  13. Letters of reference, actual or draft for future use.
  14. Supporting documentation.
  15. Travelling minutes for employee.
  16. Record of exit interview.
  17. \*Additional termination correspondence and documentation if any.
  18. Date file closed: -----
  19. Letter of reference supplied to: ----- Date: -----
- \* If pertinent

### **Annual record of work**

Name: ----- Year: -----

HOLIDAYS (dates): -----

-----

-----etc. -----

SICK DAYS (sick leave may include days for preventive health care) (dates):

-----  
 -----  
 -----etc. -----  
 PERSONAL LEAVE (dates):  
 -----  
 -----  
 -----etc. -----  
 OVERTIME RECORD  
 Overtime accumulated Compensatory time taken  
 (incl. date and reason) (date)  
 -----  
 -----  
 -----etc. ----- etc. -----

### **Departure of a staff member**

1. A member of the Personnel Subcommittee or a member of the office staff is chosen by the staff member to conduct the exit interview.
2. The guidelines for an exit interview are followed [*see Appendix A*].
3. The record of the interview is written up by the interviewer and confirmed for accuracy by the staff person before being included in the personnel record.
4. The interviewer and the staff member review the employee's file, trim out the non-essential documents and ensure the employee has a copy of all the documents included in the file, if he/she so wishes.
5. Complete the "Contents of the file" list on the inside cover of the Personnel Record.
6. Remind the employee that personnel records are usually kept for only seven years.

### **Sample letter of employment**

Dear \_\_\_\_\_,

I am pleased to write this letter confirming the verbal agreement [Committee] has offered you to employ you as [job title]. In this position, you are to carry out the work and provide the services as described in the attached job description. This is a [number of years] contract, from [date to date] , at [ full time or FTE] salary, to be determined according to the CYM Personnel Policy.

To enable us to calculate your salary, please provide the following information:

- Number of dependents (as defined in the CYM Personnel Policy)
- Number of years of relevant experience (see attached form)

Three Friends will be asked to independently assess your experience form. In the past we have found this to be a fair system. At your earliest convenience, please send this information to me at the contact information listed below.

Your initial 3 months of employment is a probationary period, followed by a performance review to take place by [date]. This review will provide an opportunity to evaluate how things are going and to deal with any potential concerns. During the probationary period you will receive the regular salary. Should the performance evaluation prove



unsatisfactory, you may be subject to revised terms of oversight at the discretion of the CFSC Personnel Subcommittee, or this contract may be terminated by CFSC with two weeks' paid notice (as noted in the CYM Personnel Policy).

Information on the probationary period and on the performance evaluation process is in the CYM Personnel Policy (Section 8 – Performance Review) and [CFSC POP Manual (Part V – Section E)].

After three months' employment, you are entitled to be enrolled in [CFSC]'s health benefits plan. [CFSC] and the employee equally share the cost of the monthly premium for the benefits plan, which will be deducted from the salary before remittance. Should you not wish to be enrolled in the health benefits plan, you may propose an alternative to [CFSC].

You will be working under the direction of [position of person], or in his/her absence, [position of person], or [the General Secretary of CFSC]. [You will work within the terms of the Staff Accountability Model, as described in Part V – Section M of *Canadian Friends Service Committee's Policy, Organization and Procedure (POP) Manual*].

You will perform the services described in the job description from [location]. You may, as well, be required to undertake approved travel as a part of providing said services. We will contribute the equivalent of 5% of your salary to an RRSP account of your choice. You are expected to contribute an equal amount.

We are willing to put into effect the "Proposal Concerning the Implementation of the War Tax Decision" (see Section 23 of *CYM Personnel Policy*). If you wish to have the military tax deducted, please notify the Financial Administrator in writing.

Salary will be paid monthly on the 15th of the month. By arrangement, this compensation can be directly deposited into your bank account or be remitted by cheque.

Staff and [CFSC] are bound by the CYM [and CFSC] Personnel Policies, [and the CFSC Policy, Organization and Procedure Manual]. Th[ese] document[s] enumerate your responsibilities as an employee of [CFSC], and our responsibilities as your employer.

A Committee of Care is appointed for each [CFSC] employee. Such a committee usually consists of two or three Friends, and its purpose is to provide continuing support to you. When you start work, we will discuss the most appropriate way to establish your committee.

Should you choose to terminate this contract at any time, you will give [CFSC] a minimum of two weeks' notice of the date that the contract will terminate. During that two weeks, you will continue to fulfill the services outlined in your job description (and be paid for such services) and will, subject to request by [CFSC], provide an orderly transfer of the files, equipment, and information on the work undertaken through the services provided relative to that job description. Should we choose to terminate the contract after the probationary period has been completed, we will abide by the terms laid out in [the CFSC POP Manual (Part V – Sections F and G) and] the CYM Personnel Policy – Section 19 (Employer/Employee Relations).

You are required to treat as confidential all information so designated by [CFSC] that you are privy to during the course of your work with [CFSC].

You are asked to disclose all relationships and business affiliations, which may conflict

with the interests of [CFSC]. This disclosure will be made prior to signing this contract to the [Clerk of CFSC Personnel Subcommittee].

[CFSC] assumes no liability with respect to any accident to any person or any loss or damage to any person or property arising from the contract except with respect to any accident, loss or damages arising from the negligent acts or omissions of [CFSC] employees or agents acting within the scope of their employment or authority.

Any property and or equipment (ex. files, computer equipment, funds, computer software, diskettes) issued to any employee by [CFSC], or bought by an employee with [CFSC] funds, shall remain the property of [CFSC]. Any such property or equipment shall be returned upon request or completion or termination of this contract.

Upon completion, or in event of termination, all work in-progress, work completed, and files established (electronic or otherwise), shall be given to [CFSC] as its property.

This letter has been sent to you in duplicate. Please sign below, and return one copy to me at your earliest convenience, as written confirmation of your acceptance of this offer of employment as binding between yourself and [CFSC].

Your appointment will be announced in The Canadian Friend, [the CFSC E-newsletter, and Quaker Concern].

In Friendship,

\_\_\_\_\_

*I, \_\_\_\_\_, accept this offer of employment from [CFSC], and agree to abide by its terms and conditions.*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signature

Witness

Date

## **Sample letter for renewal of employment**

Dear \_\_\_\_\_,

I am writing to confirm the verbal agreement [Canadian Friends Service Committee] has with you related to your continued employment as [Position and FTE].

Your first three year contract began [date], and your second three year term [date]. We are grateful for your service and the gifts that you have brought to [CFSC].

We offer you another three-year contract from [date at FTE] with the salary determined according to the Canadian Yearly Meeting salary policy. We understand that you may decide to complete service prior to the end of this contract. Please refer to the CYM Personnel Policy [as well as the CFSC Policy, Organization and Procedures manual] for the terms of employment and your job description.

As you know, [CFSC] will pay the equivalent of 5% of your salary into an RRSP of your choice. We expect that you will contribute an equal amount. CFSC is willing to put into

effect the "Proposal Concerning the Implementation of the War Tax Decision" (Section 23 of CYM Personnel Policy) on the request of an employee.

Please send written confirmation of your acceptance of our offer at your earliest convenience to me at the address below. We give thanks for the contributions you make to the smooth operations of the [Committee] and for your continuing service.

In Friendship,

---

### **Sample agreement for a contracted position not directly covered by the Personnel Policy**

#### CONTRACT - FOR THE SUPPLY OF BOOKKEEPING SERVICES

AGREEMENT made and executed in duplicate this [date]

BETWEEN " Canadian Yearly Meeting " herein called " CYM " and [employee] herein called the " Bookkeeper ".

##### 1. SERVICE:

The Bookkeeper agrees to provide the services outlined in APPENDIX A. See also APPENDIX B : Added Goals.

##### 2. RECORDS:

The Bookkeeper shall keep a complete and comprehensive record of all financial transactions in accordance to Generally Accepted Accounting Principles and as stated in Canadian Yearly Meeting's Policies and Procedures manual. Records processed by the Bookkeeper shall be returned to CYM within one week of processing and all records shall be turned over to CYM upon termination of the contract. The Bookkeeper shall back-up all electronic data files that pertain to Canadian Yearly Meeting's financial records. These files shall be turned over to CYM immediately upon termination of this contract.

##### 3. DURATION OF CONTRACT:

This position is a [length of contract] contract. This contract shall be from [date] to [date].

##### 4. HOURS OF SERVICE:

The Bookkeeper shall provide the services outlined in APPENDIX A over the course of [12 to 30 hours per week]. From time to time CYM may request that the Bookkeeper be available for discussion with officials of Canadian Yearly meeting or attend staff or Committee meetings.

##### 5. LOCATION OF SERVICE:

The Bookkeeper shall perform the services outlined in APPENDIX A and APPENDIX B either at her own location or at the office of Canadian Yearly meeting as appropriate.

##### 6. PROPERTY & EQUIPMENT, SUPPLIES:

a) Any property and or equipment issued to the Bookkeeper (keys, ledgers, stamps, computer software, etc.) shall remain the property of the Canadian Yearly Meeting and

shall be returned upon request or termination of this contract. No office equipment other than diskettes for backups is to be removed from the Canadian Yearly Meeting's premises without the approval of an officer of Canadian Yearly Meeting.

b) The Bookkeeper shall provide the necessary office supplies to provide the duties outlined in APPENDIX A, however, Canadian Yearly Meeting will provide forms and stationary which are specific to its business.

#### 7. PAYMENT:

a) Canadian Yearly Meeting shall pay the Bookkeeper for services performed under this contract an amount equal to [rate of pay] plus 7% GST, payable on the last day of each month.

c) The bookkeeper agrees to submit an invoice on or about the 15th day of each month.

d) Canadian Yearly Meeting agrees to make payments to the Bookkeeper on a monthly basis upon receipt of a proper invoice.

#### 8. INDEPENDENT CONTRACT:

The Bookkeeper shall perform the services provided for in this agreement as an independent contractor and not as an employee of Canadian Yearly Meeting. The Bookkeeper will not be entitled to participate in any employee health, dental, or pension plan.

#### 9. TERMINATION:

Either party must provide a written notice of thirty (30) days if the intention is to terminate this contract.

IN WITNESS WHEREOF the parties agree to the terms and conditions as set forth in this contract.

for: Canadian Yearly Meeting.....

Date.....

(clerk - Representative Meeting)

[employee] ..... Date.....

#### *APPENDIX A : Services required*

Prepare cheque runs weekly.

Prepare bank reconciliations, monthly.

All general bookkeeping, i.e. enter deposits, pre-authorized payment transactions etc.. as required weekly.

Prepare fund statements, committee statement of expenses semi-annual and as required by clerks.

Investments as required from CYM General Fund.

Financial Statements, quarterly, and as requested by clerks or treasurer.

Budget preparation, worksheets for finance committee meetings.

Liaison with bank and external auditors-as required.

Prepare audit lead schedules for all general ledger accounts annually.

Assist and be present during audit-annually.

Annual T3010, and GST rebate claim, and other government forms as required.

Provide ongoing consultation and advice to CYM - as needed.

#### *APPENDIX B: Added goals*

## APPENDIX D

*(Not part of the policy, but intended to help in implementing the policy.)*

### **Special Needs Benefits**

Procedures for special needs benefit submission:

*Submitting a request for a special needs supplement to employee benefits:*

Employees are required to submit their request in writing to the employing committee in advance of securing services, products, etc. related to the special need if they are seeking assistance from the employing body. Ideally, a request will be submitted a month before a decision is required.

The following information will be included in the submission by the employee:

1. Nature of the special need and reason for the request.
2. If it is medical or dental:
  - Submission of a pre-determination note or letter from the medical professional that the procedure, etc. is necessary or recommended along with a financial quote;
  - Submission of a letter from the health insurance provider that the procedure, etc. is not covered by the employee's plan;
  - Timing of the procedure, etc.
3. Amount requested.
4. Amount, if any, that the employee is contributing.
5. If relevant, length of time that the supplementary benefit is requested.

If it is not possible to make a submission in advance, the employee should contact the clerk of their employing committee or the staff representative to the committee as soon as possible to inform them of the situation with a submission to follow.

Non-urgent requests that are submitted after the expense has been incurred, or situations where the employee has not taken due diligence in securing and terminating the services or otherwise ensuring that the costs are kept as reasonable as possible will result in the request being denied or receiving a limited response.

If a request is approved, the employing committee may request proof of payment for services, etc. relational to the request for special needs supplement from the employee.

Considering a request for a special needs supplement to employee benefits:

Employing committees are reminded that the special needs supplement is a benefit, not an entitlement, and that they are dealt with on a case-by-case basis with compassion as well as prudence.

Employing committees may decide that they will set standard practices, for example, with regards to health or dental procedures that are not covered by the insurance provider rather than pay larger premiums to cover those health needs. In such cases, the employee is still required to submit a request for the special needs supplement even

though the committee will not need to meet to consider the request.

In considering requests for the special needs supplement, the employing committee:

- Will ensure that all requested documentation has been provided.
- Will review the documentation and request in light of the need first and foremost as the CYM policy is constructed on needs-based philosophy.
- Will consult with the relevant finance committee about the request and its financial impact if the request is large (ex., over \$2,000 in total). The final decision, however, rests with the employing committee.
- May request more than one quote for a service, procedure, etc. from an employee, but also must take into account the employee's preference as quality of services, etc. can vary.
- Will respond to the employee's request in a timely manner, preferably within two weeks of the request. If the decision making process will take longer, the clerk of the employing committee will consult with the employee and keep them abreast of the estimated time-line for the decision.
- Will respond in writing to the employee with their decision and any terms therein.

# Staff Job Descriptions

## **Introduction (2013)**

On a day-to-day basis the CFSC Staff working model is one of mutual accountability, which attempts to provide a supportive atmosphere in which work can be accomplished efficiently and in an enjoyable manner. CFSC staff represent Canadian Friends Service Committee to the public at large. They inform enquirers of the philosophy, policies and programs of CFSC.

## **Administration and Communications Assistant (2012)**

The Administration and Communications Assistant provides staff support to the administrative, communications, and fundraising functions of the Canadian Friends Service Committee.

The Administration and Communications Assistant works in close cooperation with the Financial Administrator and the General Secretary.

The Administration and Communications Assistant is accountable to the General Secretary, and through her/him to the board of CFSC.

### Communications tasks

- Assists the General Secretary in the production of communications resources, such as *Quaker Concern* and the *CFSC E-Newsletter*.
- Distributes education and communications resources.
- Promotes new education and communications resources through social media, etc.
- Maintains subscriber lists for various CFSC E-lists.
- Posts and removes materials on the CFSC website as requested by other staff members; maintains the visual and textual continuity of the site in consultation with the General Secretary, and other staff as required.
- Cross-posts information about new web-based materials on CFSC's social media sites, such as Facebook and Twitter.
- Coordinates any mailings to Monthly Meetings, Worship Groups, etc.
- Works with the General Secretary in communications planning and other related assigned tasks.

### Finance and Fundraising tasks

- Maintains donor database and records, and produces reports to analyze donor activity as requested by the General Secretary.
- Assists the General Secretary, as requested, in donor correspondence.
- Issues and mails tax receipts (with any donor correspondence).
- Sorts cheques, processes donations as requested by the Finance Administrator in her absence or during peak donor periods.
- Processes monthly Pre-authorized Withdrawals (PAWs) and adds lists to the Deposit Binder.
- Assists the General Secretary in the production and promotion of the Annual Appeal, including ensuring sufficient envelopes, donor cards and other inserts are available for the mail out.

- Works with the General Secretary on the follow-up mailing to donors from the previous donation year who did not respond to the Annual Appeal.
- Works with the General Secretary in contacting lapsed donors who have not contributed in the previous three-year period.
- Works with the General Secretary and Fundraising Committee on assigned tasks.
- Attends Fundraising Committee meetings.

#### Administrative tasks

##### *Office support*

- Keeps the office open during designated office hours (with support from other staff); receives phone calls and visitors referring them appropriately.
- Opens and distributes mail and electronic communications to appropriate persons.
- Maintains office supplies and oversees equipment maintenance.
- Maintains CFSC's filing system and ensuring staff have accurate file lists. Carries out the annual review of the administration files.
- Ensures administrative and finance computer files are backed up (minimum weekly) and arranges for one copy to be kept off site.
- Responds to general correspondence and requests for information about CFSC.

##### *Organizational support*

- Ensures that print copies of all Board, Executive, and Committee meeting (except Personnel) materials are printed and filed.
- As necessary, assists the General Secretary in distributing documents to committee members before (and after) Executive and Board Meetings and the Annual General Meeting of the Corporation.
- Responsible for the disposal, or transfer to the CYM archives, of inactive records, in consultation with the rest of the staff.
- Coordinates resource mailings to Monthly Meetings and Worship Groups.
- As required, supports hiring committees in the administrative aspects of the hiring process.

##### *Board support*

- Attends CFSC board meetings and provides on-site administrative and communications assistance during the weekend.
- Books meeting space as well as accommodation and meal needs for board and staff.
- Distributes notices of Board Meetings to all board members and staff at least six weeks before each Board Meeting, along with registration information.
- Contributes to staff report for Executive and Board Meetings.

##### *Other*

- Attends staff meetings and places items on the agenda as appropriate.
- Works with the General Secretary and/or Finance Administrator on other related assigned tasks.

## **General Secretary (2012)**

The mission of the General Secretary is to facilitate the service of Canadian Friends in Canada and elsewhere. The General Secretary is accountable to the Clerk and the Executive Committee, and through it, to the Board of CFSC.

The General Secretary is responsible for the administration of CFSC, and, in partnership with the Board and other staff, for implementing its policies and programs by performing



the following functions. Significant additional projects, tasks, and Committee work may be undertaken with the direction of the Executive Committee with the Clerk of CFSC approving work needed for emerging day-to-day or urgent matters.

#### Relationship to Executive and Board of Directors

##### *General Duties*

The General Secretary works with the Clerk to prepare materials, including Staff Reports, for Executive, Board, and Annual General Meetings. The General Secretary and the Clerk check to see that the tasks specified in the minutes are carried out.

##### *Meetings and minutes*

The General Secretary attends meetings of the Executive Committee, the board of CFSC, and the Annual General Meeting and makes sure that complete, formatted minutes are distributed and passed on to the Administration and Communications Assistant for filing and archiving.

##### *Items for CFSC Agenda*

The General Secretary passes on items to the Clerk from Board members as well as other items that s/he has received which s/he thinks should be on the next Executive Meeting or Board Meeting Agenda. If so delegated, s/he prepares the Board and/or Executive Meeting Agenda for the Clerk.

#### Organizational Administration

- Supports the work of the Executive Committee and the Board, which assigns tasks and responsibilities.
- Supports the work of the Board in developing strategic plans for the CFSC as a whole, which are then approved by the Board.
- Ensures staff support is in place for the work of CFSC's committees.
- Oversees the ongoing revision of the Policy, Organization and Procedure Manual, including notifying program and administrative committees of policy reviews (see POP Manual review schedule). Updates the Manual, when revised, and ensures up-to-date versions are made available to staff and board members and posted to the CFSC website.
- Attends educational seminars (including charitable and corporate law and other legal policies) as is relevant to the workings of CFSC. Drafts recommendations or information notices based on new developments and brings them to the attention of the Executive Committee and staff.
- Acts as CFSC's designated privacy officer (*see personal information policy*).

#### Financial Administration

- In consultation with the Treasurer and the Finance Administrator, monitors monthly statements to maintain working knowledge of the financial position of CFSC.
- With the Finance Administrator prepares and monitors the education, witness, and administrative budgets for CFSC.
- In conjunction with the Treasurer and Finance Administrator ensures that the appropriate financial and narrative reports and forms are submitted to Canadian Yearly Meeting, Revenue Canada, Industry Canada, etc. as required.
- Serves on the Finance Committee and attends their meetings.
- Works together with the Finance Administrator, Treasurer, and Clerk of CFSC on the planning, implementing and monitoring of CFSC's investment plan.
- Consults, as needed, with the CYM Trustees on our common investment policy.

- Completes the quarterly time-sheet for tracking allocation of time and expenses for ancillary political activity (*see "Finance – tracking ancillary political activity"*).

#### Fundraising Administration

- Serves on the Fundraising Committee and attends their meetings.
- In consultation with the Fundraising Committee, develops an annual fundraising plan for CFSC, which is approved by the Executive Committee.
- Provides staff support to some of the fundraising initiatives developed by Fundraising Committee.
- Annual Appeal and Report
  - Conceptualizes and prepares Annual Report and fund raising Appeal for public distribution (late October/early November), based on the Annual Report to CYM, with Fundraising Committee and Clerk of CFSC.
  - Coordinates the follow-up Appeal letter that goes to regular donors in February.
- Corresponds with donors (including Monthly Meetings), with support from the Administration and Communications Assistant.
- Prepares funding proposals for CFSC as directed by Fundraising Committee.
- Develops and strengthens the relationship between CFSC and its donors through visits, correspondence and other means.

#### Personnel Administration

- Provides direction to and supervises the work of the Administration and Communications Assistant.
- Convenes, attends and clerks regular staff meetings.
- Recruits and supervises volunteers where applicable.
- Coordinates orientation of new staff.
- In conjunction with the Personnel Committee and the Executive Committee:
  - Participates in the drafting of job descriptions, advertising, interviewing, hiring, orientation, training, evaluation and termination of staff and project workers.
  - Provides regular support and coordination for staff and contract workers.
  - Provides mentorship and supervision to the CFSC Young Friends Intern.
  - Stays abreast of human resources and employment law issues and briefs CFSC Personnel Committee as needed.
  - Liaises with the Finance Administrator regarding the annual benefits plan renewal and any issues requiring staff support.
  - Undertakes responsibilities and tasks assigned by Personnel Committee to ensure both compliance with CFSC's responsibilities as an employer and the support of its staff and committees.
  - Provides staff support to CFSC Personnel Committee.
- At the discretion of the staff team, serves as the staff representative on Personnel Committee. If not acting as staff representative, attends all or part of meetings at the invitation of the Clerk of Personnel.

#### Communications

- Develops communications plans and strategies, which are approved by the Executive Committee.
- Develops with the staff and web consultant, strategic and implementation plans and policy for the web site.
- *Quaker Concern*
  - Undertakes the leadership of the staff editorial committee.
  - Coordinates the writing, editing and production of each edition.

- *CFSC E-Newsletter*
  - Coordinates the writing, editing and production of each edition, with the support of the Administration and Communications Assistant.
- CFSC website
  - Oversees the overall website design, visual and textual continuity, with support from the Administration and Communications Assistant.
  - Liaises with the domain host, designer, and staff as required in order to upgrade the site.
- Social media and other communications technologies
  - Manages the social media portals; with support of the Administration and Communications Assistant, coordinates postings, etc.
- Public Relations
  - Coordinates public relations (e.g., news releases, public speaking engagements, correspondence) with appropriate consultation, and evaluates public opinions and attitudes.
  - Responds to inquiries (delegating as suitable).
  - Attends and/or participates in conferences, seminars and public events on direction of the Clerk.
  - Develops communication and related policy as required.
- Media relations
  - Acts as a central media contact for CFSC, referring media requests to the appropriate person within CFSC.
  - With permission and guidance of the CFSC Clerk, acts as a spokesperson for CFSC and makes media contact.
  - Approves news releases as per media relations policy.
  - Assists staff and committees in developing media strategy, and accessing contacts as required.

#### Relationship with CYM

- Coordinates communications and visitation with Friends at Monthly, Half Yearly and Yearly Meetings.
- Undertakes visitation to Meetings to offer education on CFSC programs and to strengthen relations between CFSC and Meetings.
- Maintains liaison with the Canadian Yearly Meeting Office.
- Co-ordinates the Annual Report to CYM for *Documents in Advance*.
- Attends Canadian Yearly Meeting.

#### Ecumenical, Quaker, and Other Partnerships

- Maintains liaison with AFSC, QPSW, and other Quaker Service Agencies, and serves on the Heads of Agencies Meeting for CFSC.
- Participates in coalitions, inter-agency groups, and ecumenical events on the direction of the Clerk and in liaison with relevant Friends' representatives to those bodies.
- Prepares and monitors Agency Agreements and membership agreements with, and financial contributions to, partner organizations of CFSC as a whole, such as the Quaker UN Offices. Representation on the boards or committees of these groups is by committee members, staff, or others by appointment of CFSC or CYM.

#### Other

- Undertakes other program work, as assigned by the Executive Committee or Board of CFSC.

## **Finance Administrator (2010)**

The Finance Administrator is responsible for the management of Canadian Friends Service Committee's financial affairs on a day-to-day basis.

Additional responsibilities may be assigned by the General Secretary, Clerk or Treasurer.

The Finance Administrator is responsible to the General Secretary, Clerk, and Treasurer, and through them to the board of directors of CFSC.

The Finance Administrator works in close cooperation with the General Secretary and Treasurer.

### **Financial Administration**

- Calculates and issues payroll; maintains payroll records; makes monthly payroll remittances to Revenue Canada; prepares T4s and Records of Employment.
- Responsible for bank deposits and other banking transactions, including obtaining bank drafts, money orders, and making electronic transfers for international and domestic project payments.
- Prepares cheques for all project and grant payments on the direction of the General Secretary, Program Coordinators or designated committee person. Ensures sign off all remittances by the Treasurer or, if unavailable, the General Secretary.
- Pays all bills and maintains financial records.
- Prepares and posts monthly journal entries, reconciles bank accounts, enters financial data and prints monthly financial statements.
- Prepares income and expense reports for Standing Committees prior to each Board Meeting.
- Completes the year-end entries and prepares all necessary documents for annual audit and assists the auditor.
- Monitors cash position and ensures appropriate cash flow projection.
- Provides monthly financial statements to the Treasurer, Finance Committee, General Secretary and Program Coordinators. Provides quarterly statements to the entire committee.
- Prepares an annual summary record of expenditures on ancillary political activities by staff members
- Ensures that appropriate financial reports are submitted to CYM annually. Prepares and submits the GST return and the charity return to Revenue Canada. Sends the audit to Charities Division, Ministry of the Attorney General.
- Administers the monthly Pre-authorized Auto Withdrawal (PAW)().
- Prepares and monitors the annual budget for CFSC, including the education and witness administration, personnel, and promotion budgets which are developed in cooperation with the General Secretary.
- Responsible for maintaining financial records in an organized and accessible manner; for the annual review of financial files and for the destruction or transfer of inactive files.

### **Financial Management**

- Provides staff support to the Finance Committee, attends their meetings, and follows up on designated tasks.
- Acts as the liaison with CFSC's investment brokers and works in cooperation with

the Finance Committee (as outlined in their terms of reference) on management of the investments.

- Ensures that policies, procedures and equipment are in place to record financial transactions promptly and efficiently. These include, but are not limited to: issuing of donation receipts, recording donor information, deposits, payment of bills,
- Ensuring that these transactions are documented so as to provide an audit trail for the CFSC auditor.

#### Fundraising

- Produces reports and statistics on donors and donation patterns for the General Secretary and Finance Committee and notifies them of any concerns with regards to donation patterns or levels.
- Supports staff in the provision of financial information and guidance with regards to the preparation of authorized fundraising proposals.

#### Office Administration

- Along with other Staff, keeps the office open during regular office hours; receives phone calls and visitors referring them appropriately.
- Opens and distributes mail to appropriate persons.

#### General Responsibilities

- Attends Board Meetings, and, as appropriate Executive and Standing Committee Meetings.
- Contributes to Staff report for Executive and Board Meetings.
- Administers the extended benefits package for CFSC and TMM staff.
- Attends Staff meetings and places items on the agenda as appropriate.
- Attends the annual meeting with the investment brokers with the Treasurer and General Secretary.

#### Acts in the General Secretary's absence

In consultation and cooperation with the Clerk of CFSC as required, acts in the General Secretary's absence, including fulfilling designated responsibilities during the General Secretary's travel or vacation periods.

### **Program Coordinator – Quaker Peace and Sustainable Communities Committee (2008)**

The Program Coordinator's role is to facilitate the work of the Quaker Peace and Sustainable Communities Committee (QPASCC). Accountability is to the QPASCC Clerk and to the Executive Committee of CFSC and through them, to the membership of CFSC.

The Program Coordinator attends the CFSC Board Meetings and QPASCC Meetings, contributes to the Staff Report to the Executive Committee and CFSC Board, and attends Executive Committee Meetings to comment and provide information as needed.

The program content of the Program Coordinator's work is set by QPASCC in conjunction with over-all program direction of CFSC.

QPASCC has an important role in identifying, and discerning the appropriateness of new work and ensuring balance in the Program Coordinator's work plan. To this end, the Program Coordinator's work plan will be reviewed semi-annually with the QPASCC Clerk.

#### Concrete Assistance

- Coordinates the review by QPASCC of funding requests for potential new initiatives or new partner organizations.
- Informs Friends of the process of developing a project partnership, and, when directed to do so by QPASCC, consults with partners in the development of a CFSC project proposal.
- Coordinates monitoring of reporting by project partners or grant recipients to QPASCC.
- Facilitates service carried forward by Friends with leadings appropriate to QPASCC mandate.

#### Policy Dialogue

- With QPASCC, develops policy positions on issues of concern to QPASCC partners, and consistent with CFSC's objectives, for discussion and dialogue with the Canadian Government and others.
- Supports QPASCC's input into policy development at the international level, such as the UN, as appropriate.
- At the direction of QPASCC, to facilitate Quaker participation in government consultations, and responses to legislation, directly or through ecumenical partnership organizations.

#### Research

- Facilitates the evolution and strengthens the effectiveness of the above two activities by researching (or assisting volunteers who are researching) issues raised in the course of approved projects.

#### Education and Communication

- Educates Friends on issues of concern relevant to QPASCC's mandate.
- Educates the wider community on issues of concern relevant to QPASCC's mandate.
- Serves on Quaker Concern Editorial Committee and coordinates articles relevant to QPASCC. Contributes to CFSC web page.
- Speaks to the public and Monthly Meetings on issues of concern to QPASCC and reports on monitoring trips.
- Facilitates workshops, special interest groups or guest speakers on issues of concern to QPASCC.
- Receives and reviews QPASCC-related correspondence, materials and concerns and brings them to the attention of the QPASCC Clerk and members for their consideration.

#### Quaker Methodology

- Uses Quaker methodology in the decision-making and implementation of projects, research and education activities.
- Develops Quaker methodologies, and methodologies that are consonant with Quaker approaches from other sources, in response to the challenges of the work.

#### Relationship and Partnership Building

- Prepares an annual plan for visitation of projects, both Canada-based and overseas. The purpose of such visits is to enhance the mutual learning from

service experience, and to be duly diligent in the administration of projects (see Due Diligence Policy which states the frequency of visits to different kinds of projects). A volunteer associated with the specific Monthly Meeting(s) that support specific overseas projects usually accompanies the QPASCC Program Coordinator on visits (see Volunteer Accompaniment Policy).

- When possible, facilitates international visits to CFSC partners by Quaker volunteers and visits to Canada by international partners.
- Maintains relations and facilitates communications with QPASCC Members, Monthly Meetings, relevant ecumenical coalitions, inter-agency working groups and Quaker organizations in collaboration with any Friends named to serve on such coalitions, etc.
- Maintains relations with other relevant organizations, such as the Councils for International Cooperation, as directed by the QPASCC.

#### Administration, Finance, and Fundraising

- Works with Finance Administrator to send and track project payments and project reports for the QPASCC before CFSC Board Meetings
- Prepares agendas, annual Committee budgets, and documentation for meetings of QPASCC in collaboration with QPASCC Clerk.
- Prepares and submits CIDA project proposals, interim reports and final reports. Carries out other fundraising activities and related reporting according to QPASCC project priorities and budget plans.
- Attends Staff meetings and places items on the agenda as appropriate.
- Writes Staff reports covering QPASCC work.
- Completes the quarterly time-sheet for tracking allocation of time and expenses for ancillary political activity (see "*Finance – tracking ancillary political activity*").
- Carries out general office routine: answers phones, files, works with volunteers or Interns, receives visitors, maintains office equipment, prepares expense claims.
- Prepares for the annual auditor's Report to CIDA.

### **Program Coordinator – Quakers Fostering Justice (2006)**

The Program Coordinator's role is to facilitate the work of the Quakers Fostering Justice (QFJ). Accountability is to the QFJ Clerk and to the Executive Committee of CFSC and through them, to CFSC membership.

The Program Coordinator attends the CFSC Board Meetings and QFJ Meetings, contributes to the Staff Report to the Executive Committee and CFSC Board, and attends Executive Committee Meetings to comment and provide information as needed.

The program content of the Program Coordinator's work is set by QFJ in conjunction with over-all program direction of CFSC.

General Theme Areas of the Work of QFJ are:

#### Education

- of Friends
- of the wider community

The QFJ Program Coordinator:

- Receives and reviews correspondence, criminal justice related materials and concerns and brings them to the attention of the QFJ Clerk and members for their consideration.
- Publishes the QFJ newsletter twice a year.
- Coordinates or writes articles relevant to QFJ for Quaker Concern.
- Acquires resource materials for the QFJ library and distributes appropriate resources to Friends, Monthly Meetings, Committee members and others on request.
- Facilitates workshops, special interest groups or guest speakers on issues of concern to QFJ.
- Provides periodic written reports to the committee depending on the needs and interests of QFJ members.

#### Political Action and Advocacy

At the direction of the Program Committee, the Program Coordinator:

- works with QFJ members or other Friends to facilitate Quaker participation in government consultations, and responses to legislation, mostly through membership in Canadian Council for Justice and Corrections and CCJA .
- Completes the quarterly time-sheet for tracking allocation of time and expenses for ancillary political activity (*see "Finance – tracking ancillary political activity"*).

#### Networking and Relationships

The QFJ Program Coordinator:

- Maintains, nurtures and facilitates communication and reporting from QFJ's partner organizations or projects.
- At the direction of QFJ participates in initiatives or projects supported by QFJ.
- Maintains relations and facilitates communications with QFJ Members, Monthly Meetings, relevant ecumenical coalitions, inter-agency working groups and Quaker organizations in collaboration with any Friends named to serve on such coalitions, etc.
- Prepares agendas and annual Committee budgets in collaboration with QFJ Clerk.
- Assists grant applicants seeking funding from QFJ.
- Coordinates the review by QFJ Members of funding requests.
- Works with Finance Administrator to send project payments.
- Refers direct service requests to professional agencies or Quaker volunteers.
- Attends the Annual General Meeting of the Church Council on Justice and Corrections.

### **Program Coordinator – Quaker Aboriginal Affairs Committee (1997)**

The Program Coordinator's role is to facilitate the work of the Quaker Aboriginal Affairs Committee (QAAC). Accountability is to the QAAC Clerk and to the Executive Committee of CFSC and through them, to CFSC membership.

The Program Coordinator attends the CFSC Board Meetings and QAAC Meetings, contributes to the Staff Report to the Executive Committee and CFSC Board, and attends Executive Committee Meetings to comment and provide information as needed.



The program content of the Program Coordinator's work is set by QAAC in conjunction with over-all program direction of CFSC.

#### Communication

- Monitors mail, distribute as appropriate and respond as necessary.
- Drafts letters as requested by Clerk and committee.
- Facilitates communication with QAAC members and associates.
- Submits staff reports to General Secretary before Executive and Board Meetings.
- Completes the quarterly time-sheet for tracking allocation of time and expenses for ancillary political activity (*see "Finance – tracking ancillary political activity"*).

#### Project Administration

- Co-ordinates the review by QAAC of funding requests. Sends any payments approved by the committee, with the appropriate documents.
- Assists the Clerk in preparing agendas & budgets for meetings.
- Works with the Clerk of regional committees to prepare the committee's budget. Send disbursements on request and prepare quarterly financial statements for regional committees

#### Public Education & Education of Quakers

- Represents QAAC on editorial committee of *Quaker Concern*. Ensure article(s) for each issue. Write some and find others to contribute as well.
- Make presentations on behalf of QAAC to Monthly Meetings or other interested groups. Attend meetings and conferences as requested by the committee.

#### Research and Analysis

Follows issues of interest to the committee and brings forward new issues.

# Education, Witness, and Outreach

## **Quaker Concern (2005)**

*Quaker Concern* is the newsletter of the Canadian Friends Service Committee. It is published three times a year (with the Annual Appeal and Report being the other principal communication with donors about our program over the year).

### Primary Functions

- to report on the projects directly carried out by CFSC and its Committees
- to report on events and projects receiving financial support from CFSC
- to act as one avenue for fundraising
- to provide a forum for Quaker thought on peace and social justice concerns of relevance to Friends in Canada.

### Production

*Quaker Concern* is an eight-page newsletter of approximately 4,000 words, usually in 8-10 articles. Every issue includes articles related to each of the Program Committees. The newsletter is printed with vegetable based inks on recycled paper.

### Editorial Committee

The role of the Quaker Concern Editorial Committee is to provide oversight and direction. The Committee meets quarterly to review story ideas and generally determine the content of each issue.

### Participation of Partners in Composition of Public Communications

For articles in the Quaker Concern regarding activities that involve a partner organization, it is important that the voice of the partner comes through in the text and the images that tell their story. We ensure this in a variety of ways, depending on practicalities such as language and distance.

All partners are informed of the opportunity to publish articles or short "updates" in the *Quaker Concern* as part of the agency agreement process.

Articles composed by partners may be submitted to the Editorial Board.

Articles composed by a staff person, committee member, or other person that report upon the activities of a partner are composed in consultation with that partner. This consultation can range from co-authorship to simply having the partner approve a draft.

When specific communication about an article is difficult, information about the partner should be taken from other written materials by that partner that may be on hand.

## **Website (2011) – new section required**

## **Electronic communications tools (2011) – new section required** (covering the E-Newsletter, social networking, etc.)

## **CFSC Liaison Network (2011)**

The CFSC Liaison Network exists to help CFSC fulfill its mandate of “unifying and expanding the concerns of Friends in Canada”, within which a strong relationship with local Meetings is vital. A two-way link between CFSC and Meetings can greatly increase the effectiveness of Quakers in their concerns to build a more peaceful and sustainable world.

Each Meeting and Worship Group will have at least one CFSC Liaison named to serve for three-year renewal terms. The role of the CFSC Liaison is to facilitate two-way communication between CFSC and their Meeting or Worship Group. Their principal liaison within CFSC is the General Secretary.

### Terms of reference for CFSC Liaisons

The CFSC Liaison will:

#### *Education, Communication, and Development:*

- raise awareness of CFSC’s communications tools, *the CFSC E-Newsletter* and *Quaker Concern* (i.e., taking a copy of the E-Newsletter to Meeting when it comes out, collecting names of people who want to receive it and sending them to the General Secretary, etc);
- share a story about CFSC’s work approximately once a month with the Meeting (CFSC will provide a short text that can be read during “announcement time” or can be submitted to the Meeting’s newsletter);
- share information with the Meeting and individual Friends about CFSC’s grant programs;
- help promote CFSC’s efforts to fundraise to support the work under its care (ex., remind Friends of the Annual Appeal, etc.).

#### *Discernment and relationship building:*

- receive and ensure that the right body, and/or Clerk, in the Monthly Meeting receives information from CFSC wherein there is a request for action (ex. letter writing, event organizing) or a request for discernment to be undertaken and reported back to CFSC (ex., uranium issue, tar sands). The Liaison will report back to CFSC, through the CFSC General Secretary, what action or decision has been taken by the Meeting (whether the Meeting decides to participate or not participate in the requested action or discernment process);
- share with CFSC what the key concerns of the Meeting are, including ensuring that the CFSC General Secretary receives the Meeting’s minutes and, if possible, the minutes of their Peace and Social Action Committee (if relevant);
- be available for consultation by CFSC if we have questions about activities or engagement at the Meeting level.

### CFSC’s responsibilities to Liaisons

CFSC will:

- ensure the Liaisons receive the material needed to undertake the above tasks and appropriate instruction;
- be available to the Liaisons for consultation on issues of concern, or potential projects, at the Meeting level (or for the consultation to be coordinated through the Liaison).

### Service requirements of Liaisons

- Member or Attender of a Quaker Meeting in Canada;
- Interest in the work of Canadian Friends Service Committee;
- Access to email and, ideally, Skype and other electronic means of communication to enable communications and training;
- Signed up to receive the *CFSC E-Newsletter* and *Quaker Concern* via email.

#### Appointment process and term length

Names of CFSC Liaisons are received by the Board of CFSC (or its Executive Committee between board meetings). Meetings, and CFSC's committees, are invited to send the names of Friends recommended to serve to CFSC, care of the General Secretary. Names are brought forward by CFSC Fundraising Committee, CFSC Nominating Committee, or Monthly Meetings or Worship Groups. Terms are three-years, renewable.

### **Resources (2013)**

There are videotapes, project information files and literature available for use by visitors during office hours. Video and book resources can also be signed out and borrowed by Friends in Canada for a postage donation.

### **Press Release Policy (2005)**

A press release written by a Staff Member is approved for release by the appropriate Program Committee Clerk. Likewise, a press release written by a Program Committee Clerk or other Committee Member is approved for release by the Clerk of CFSC or the General Secretary.

Press releases will identify Canadian Friends Service Committee with a sentence such as the following: "Canadian Friends Service Committee is the peace, social justice and international development arm of the Religious Society of Friends (Quakers) in Canada."

### **Publications Policy (2005)**

The text of education and outreach publications are approved by the Executive Committee, or someone delegated by the Executive to do this.

### **Media Relations (2005)**

The General Secretary, with assistance from the Office Administrator as required, maintains an up-to-date media contact list useful for the distribution of press releases and invitations to press conferences. This list includes representatives of the alternative and church media.

When a reporter contacts us:

- General information about CFSC is provided by the Clerk, CFSC Staff and/or Co-Clerks of Program Committees.
- Specific information about a particular program is referred to that Friend/Staff person responsible for the program, i.e., for prison abolition or prison work, the Staff Person or Co-Clerk of QFJ.
- The Clerk is consulted when Staff are asked to confirm or deny a confidential item.

## **Quaker, Ecumenical and Secular Partnerships (2011)**

CYM and CFSC, through its Program Committees, are members or partners of a wide range of ecumenical, secular, and Quaker organizations through which we undertake work of common concern in partnership. In many cases, CYM appoints Friends to serve on such bodies (inter-church coalitions, committees of the Canadian Council of Churches) in consultation with CFSC and Ecumenical Committee. In others, CFSC appoints members on the recommendation of Program Committees.

### *Liaison and promotion*

The General Secretary acts as a liaison between CFSC, Friends' representatives and the ecumenical coalitions and other CFSC partners, as designated by CFSC. Working in consultation with relevant staff and Clerks, items from representatives or organizations may be recommended for committee meeting agendas by the General Secretary. The General Secretary promotes the work of the coalitions, including their educational campaigns, to Monthly Meetings in consultation with the CYM and CFSC representatives who serve on their boards, etc. for Friends.

### *Finance and Administration*

The General Secretary administers the financial and administrative tasks related to CFSC's membership in partner organizations including:

- Working with relevant CFSC committees in developing the annual contributions to partner organizations. Requests for increases in funding should be submitted by September 1 annually;
- Disbursing contributions through a letter or Agency Agreement outlining the purposes of the funding of the partner organizations;
- With co-approval of the CFSC Clerk, or relevant staff, disbursing funds to assist Friends' representatives in attending board, member or program meetings of a partnership organization;
- Maintaining financial records, annual reports and other relevant documentation related to the partnership as well as a Partnership List of organizations affiliated with CFSC;
- Working with CFSC and CYM Nominating Committees to identify potential Friends' representatives to such bodies;
- Some partnerships may be fully administered by Program Committees at their discretion. For a list of partnerships see the Appendix.

### *New partnerships*

New partnerships are recommended to CFSC by Program Committees and approved by CFSC and/or recommended to CYM by CFSC.

# **Administration**

## **CFSC offices (2013)**

### Head office

CFSC's head office is located in Toronto, Ontario. The office and some equipment are available for CFSC business by arrangement with Staff.

### Other offices

Some program staff work from home offices or satellite offices. If staff are approved to work from a location other than the head office by Personnel Committee, a proposed budget of expenses related to operating from home or the satellite office will be brought forward by the Finance Administrator to CFSC Finance Committee for consideration and approval.

## **Use of CFSC stationary/letterhead (2013)**

CFSC board members and staff may use CFSC stationary when sending approved correspondence (letters to government, to donors, etc.).

## **Records and Archives (1997)**

### Program Records

At the end of each fiscal year, new program files are opened (sometimes files with little activity are kept for two years). Existing program files are reviewed and inactive files are closed, inventoried and shipped to the CYM archives at Pickering College.

### Financial Records

CFSC is required by law to maintain financial records for seven years. After that period of time invoices, cancelled cheques, bank statements and CFSC's copies of receipts can be discarded. Journal entries and other financial records need to be kept.

CFSC maintains seven years of financial records in Friends House. Current and the previous year's files are kept in the office. The older files are kept in the metal storage cabinet in the basement. Financial files are kept separately by year.

Each year the oldest year's financial records are moved to the archives at Pickering College.

### Archival Policy

CYM requests that Yearly Meeting bodies send copies of their minutes to the archives on acid free paper. Materials in the archives are accessible to CFSC should they be needed. All CFSC materials are in the process of being sorted and catalogued by the Archivist.

# Relations with other Quaker organizations

## **Canadian Yearly Meeting (*corresponding on a concern*) (2000)**

### Request for Correspondence on a Concern

From time to time, Canadian Yearly Meeting receives correspondence and/or requests which address the social concerns with which CFSC engages. As noted in Appendix F (Clerk of CYM Report) of the Representative Meeting Minutes of May 2000:

"The clerk of CYM may reply to letters from individuals addressed to her or him at their discretion. The clerk is also asked to write, sign or reply to letters on behalf of the entire Yearly Meeting. Requests for these letters may come from Yearly Meeting minutes, other Friends' organizations, the Canadian Council of Churches or church, interfaith and other coalitions to which CYM belongs."

Moreover, "The CYM clerk may ask the clerk of a relevant committee to draft or to continue correspondence on the clerk's behalf as long as agreed positions of the YM are maintained. The committee clerk will copy all relevant correspondence to the CYM clerk.

"If the suggested letter includes new positions, applications or extensions of our historic views, the clerk will write or sign only after prior discernment in relevant committees and in Representative Meeting or Yearly Meeting. The meetings will direct the CYM clerk or the clerk of Representative Meeting to write and sign such letters.

"The CYM clerk will sign Traveling Minutes for Friends traveling under concern beyond the Yearly Meeting on the recommendation of the Yearly Meeting of Ministry and Counsel or of Representative Meeting."

When the clerk of CYM requests that CFSC reply to or continue the correspondence, the following guidelines are suggested:

- The clerk of CYM will discuss the matter with the Clerk of CFSC and the General Secretary.
- If agreed, information (including correspondence to date) will be transferred to the appropriate Program Committee and Programme Coordinator of CFSC for consideration and response. At this point, the Clerk of CYM will inform the correspondent that that CFSC will be corresponding on the concern on behalf of CYM.
- In developing the response, CFSC will be mindful of the guidelines approved by Representative Meeting (see above). If there is a concern of misrepresentation, or there is a conflict between CYM and CFSC positions, CFSC will raise the matter with the Clerk of CYM and await further direction.
- CFSC will copy any correspondence on the concern to the clerk of CYM.

## **Other Quaker organizations (2011)**

### Heads of Agency Meeting

CFSC has a collegial working relationship with our many other sister Quaker Service Agencies around the world. The Heads of Agencies Meeting brings together the General Secretaries of the QSAs, as well as the General Secretary of Friends World Committee for Consultation (FWCC) – World Office, to share information and to identify possible areas of common work (which would then go back into individual QSAs for further discernment).

### Quaker UN Offices

The QUNOs undertake workplans on behalf of Friends globally through FWCC. Where our priorities, workplans and/or knowledge meet, CFSC and the QUNOs may work in cooperation. In such situations, the QUNOs have often generously offered the use of their facilities for meetings and dialogues as well as moderate staff support when CFSC staff are in New York or Geneva. CFSC contributes moderately to the budgets of the QUNOs in Geneva and New York.

### Other

CFSC occasionally works in partnership with individual Quaker Service Agencies on particular projects or issues.



# Appendices

## **Appendix A: CFSC Grants (2007)**

*Canadian Friends Service Committee (CFSC)* is the peace and justice arm of Canadian Yearly Meeting. Service is an important expression of our spirituality. In addition to projects developed within CFSC, CFSC offers project grants to individuals and Meetings undertaking peace and justice work. Quaker applicants need to discuss their service ideas with their Monthly Meetings for discernment. Below is information about different types of grants available through CFSC.

### CFSC Individual Grant – up to \$1,000

*Who can apply?* Friends and regular attenders who are undertaking activity related to a peace and social justice issue, or are working to meet a social need: local, national, or international.

*What kinds of projects qualify?* Proposals should have a clear relationship to a Quaker Testimony, be well articulated in the application, and be supported by the applicant's Monthly Meeting. (Note: tuition and training expenses usually not eligible.) Application forms are available from CFSC at [cfsc@quakerservice.ca](mailto:cfsc@quakerservice.ca)

*Application deadlines:* January 15 and September 15

### Quaker Peace and Sustainable Communities Committee Overseas Development Grant – up to \$7,000 per year<sup>5</sup>

*Who can apply?* QPASCC considers peace and development-focused overseas project proposals from Canadian Monthly Meetings.

*What kinds of projects qualify?* Proposals should be linked to ongoing CFSC themes, be carried out overseas, work in partnership with a local organization in the country specified and have the active support of at least one Monthly Meeting.

*Application deadlines:* Often, a group of Friends following a spiritual leading decide to dedicate time and money to bring a project to fruition. In legal terms, they are CFSC's delegates or agents in carrying out a CFSC project. In practice, this relationship requires a lot of communication between the project developers and CFSC. For this reason, CFSC must have a complete proposal by **January 1st or August 1st**. Consult with the CFSC staff concerning your proposal at any time during the year. Application forms are available from the QPASCC Program Coordinator at [qpasc@quakerservice.ca](mailto:qpasc@quakerservice.ca)

### Quaker Peace and Sustainable Communities Committee Canada-based Project Grant – up to \$500<sup>6</sup>

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<sup>5</sup> Given particular circumstances, the Committee will occasionally make exceptions to the limit of funding specified. Note: Larger funding commitments are made to well-seasoned, larger-scale projects and may be developed in tandem with CIDA funding. Individuals seeking to do overseas service should apply for a CFSC Individual Grant.

*Who can apply?* Friends, regular attenders or Meetings undertaking activity related to peace, economic justice, the environment, human rights, or refugees locally, regionally, or nationally. Projects will be funded for only one year.

*What kinds of projects qualify?* Proposals should have a clear relationship to the Peace Testimony (broadly interpreted), be carried out in Canada or deal primarily with Canadian issues, and have the active support of a Monthly Meeting.

*Application deadlines:* January 1 and August 1. Application forms are available from the QPASCC Program Coordinator at [qpasc@quakerservice.ca](mailto:qpasc@quakerservice.ca)

Quaker Aboriginal Affairs Committee Project Grant – up to \$1,000

*Who can apply?* Aboriginal people, Aboriginal organizations, Friends, regular attenders, or Meetings seeking funding for work on Aboriginal concerns.

*What kinds of projects qualify?* Proposals should be for grassroots projects (initiated by Aboriginal peoples or Quakers working with them) that contribute to the self-empowerment of Aboriginal peoples. Quaker connections are useful, but are not required. Usual maximum grant is \$1,000. To apply, contact the QAAC Program Coordinator at [qaac@quakerservice.ca](mailto:qaac@quakerservice.ca) (Note: tuition and training expenses usually not eligible)

*Application deadlines:* February 1 and September 15

Quakers Fostering Justice Project Grant – up to \$1,000

*Who can apply?* Friends, regular attenders, Meetings or non-Quaker organizations seeking funding for jails and justice-related work.

*What kinds of projects qualify?* Proposals related to concerns rooted in Friends' principles and testimonies. Preference to service not currently being undertaken and which will involve Friends and those in sympathy with Friends' concerns. Maximum grant is \$1,000 but most grants are between \$100 and \$500. To apply, contact the QFJ Program Coordinator at [qfj@quakerservice.ca](mailto:qfj@quakerservice.ca) (Note: tuition and training expenses usually not eligible)

*Application deadline:* January 15

For more information (including application forms) contact the CFSC office at: 416-920-5213 or email [info@quakerservice.ca](mailto:info@quakerservice.ca)

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<sup>6</sup> Given particular circumstances, the Committee will occasionally make exceptions to the limit of funding specified.

## **Appendix B: Representative Meeting Guidelines for Dealing with Conflicts in Committees (2004)**

### Introduction

As much as we have faith both in our Quaker process for selecting members and clerks of committees, and in each other as Friends, occasionally situations arise in which Friends called to do particular work appear to be incompatible or otherwise inappropriate to the task. When such situations arise it is important that we deal with them as tenderly as possible, being mindful of the feelings of all involved. The following guidelines, most of which we are already using, are meant as reminders of how our Quaker process can inform even the most difficult circumstances. We are reminded as we work through conflict to make room for Spirit – to look together for God’s solution.

- When a conflict situation arises Friends are encouraged to name the problem in a timely manner. Committee members in conflict need to speak to each other, describe the difficulty they are experiencing, and ask for co-operation in sorting it out. It may be helpful if both parties approve a minute describing the conflicts and the responses to them.
- If the Friends are willing to work on reconciliation then an attempt should be made with the help of Continuing Meeting of Ministry and Counsel. If reconciliation is not reached another minute should be prepared and approved by both parties.
- If reconciliation was refused or has failed then the appropriate Nominating Committee should be informed by the member of Continuing Meeting of Ministry and Counsel that particular Friends may not be appropriate for re-nomination. The two minutes (or one minute) should be sent to Nominating Committee.
- Nominating Committee should inform the Friends of this concern and suggest that another chance at reconciliation be attempted under the care of Continuing Meeting of Ministry and Counsel. Again a recorded minute of this attempt is advisable.
- If the problem is not resolved then the particular Friends are informed in writing by the clerk of Nominating Committee that he/she/they will not be re-nominated for these positions at this time.
- The Friends who may be hurt in this process should be offered further support: care both by Continuing Meeting of Ministry and Counsel and by their Monthly Meetings to promote their healing and growth.

No one of us has the right to be on a committee: we take positions of service to Friends, if we feel called to do so, only when the rightness of such service has been discerned by our community. Likewise none of us has the right to feel aggrieved when our community does not choose us for a particular service.

Nevertheless, Friends will feel so aggrieved on occasion. Throughout the above work, Friends should be diligent in answering that of God in each other with the greatest possible tenderness. We are reminded that we all need to “let go of our commitment to opposition and separation, ... let ourselves be opened to our connectedness as human beings.” (Mary Lou Leavitt, 1986) This may be the hardest part of the process.

## **Appendix C: CFSC GLOSSARY OF ACRONYMS (2003)**

AFG	Atlantic Friends Gathering
AFN	Assembly of First Nations
AFR	AFSC/Friends Relations Committee
AFSC	American Friends Service Committee
AIAC	Alternative Investment Advisory Committee (CFSC)
AIDWYC	Association in Defence of the Wrongly Convicted
ARCH	Advocacy Resource Centre for the Handicapped
BCQCNC	British Columbia Quaker Committee for Native Concerns ( <i>laid down, 2008</i> )
BYM	Britain Yearly Meeting
CACOM	Coalition Administrative Committee
CAP	Centro de los Amigos para la Paz (Costa Rica)
CASN	Canadian Alliance in Solidarity with Native Peoples
CCC	Canadian Council of Churches
CCCCJP	Canadian Council of Churches Commission on Justice and Peace
CCDP	Cambodia Canada Development Program
CCIC	Canadian Council for International Cooperation
CCJC	Canadian Council on Justice and Corrections
CCODP	Canadian Catholic Organization for Development and Peace
CCRF	Canadian Charter of Rights and Freedoms
CDP	Centre for Days of Peace
CF	<i>Canadian Friend</i>
CFMB	Canadian Foreign Missionary Board
CFPRC	Canadian Foreign Policy Review Committee
CFSC	Canadian Friends Service Committee
CIDA	Canadian International Development Agency
CMLC	Canadian Multilingual Literacy Centre
CMMC	Continuing Meeting for Ministry and Counsel
COLA	Cost of living allowance
CPI	Consumer Price Index
CPR	Committee for Peace and Reconciliation
CPRN	Canadian Prisoners' Rights Network
CRPC	Costa Rica Peace Centre
CWARS	Cambodian War Amputees Rehabilitation Society
CWTC	Committee on War Tax Concerns
CYFYM	Canadian Young Friends Yearly Meeting
CYM	Canadian Yearly Meeting
DRC	Discipline Review Committee
DSRA	Debt Servicing and Reduction Account
DWB	Doctors Without Borders
EC	Ecumenical Committee
EFS	Elizabeth Fry Society
FAU	Friends Ambulance Unit
FC	Finance Committee
FCNL	Friends Committee on National Legislation
FCUN	Friends Committee on Unity with Nature
FGC	Friends General Conference
FLGC	Friends for Lesbian and Gay Concerns
FOR	Fellowship of Reconciliation
FUM	Friends United Meeting
FWCC	Friends World Committee on Consultation

FY	Fiscal Year
HMAC	Home Mission and Advancement Committee
ICAP	Iraqi Children's Art Project
ICC	Interfaith Committee on Chaplaincy
ICCDR	Inter-Church Consultative Committee on Development and Relief
ICN	International Campaign for Nonviolence
ICOPA	International Conference on Penal Abolition
ICRC	International Committee of the Red Cross
IMF	International Monetary Fund
INEB	International Network of Engaged Buddhists
JHS	John Howard Society
JYF	Junior Young Friends
MCC	Mennonite Central Committee
MCSS	Ministry of Community and Social Services
MM	Monthly Meeting
MSF	Médecins Sans Frontières
NAFTA	North American Free Trade Agreement
NECEC	National Ecumenical Committee on Environmental Concerns
NGO	Non-governmental Organization
O and P	Organization and Procedure (of Canadian Yearly Meeting)
OCIC	Ontario Council for International Cooperation
OECD	Organization for Economic Cooperation and Development
OIDP	Ontario International Development Programme
OMRG	Ottawa-Montreal Regional Gathering
OQCNC	Ontario Quaker Committee on Native Concerns
PBI	Peace Brigades International
PBI-NAP	Peace Brigades International North America Project
PC	Programme Committee
PHYM	Pelham Half Yearly Meeting
PIC	Personnel Implementation Committee
POP	Policy, Organization and Procedure Manual (of CFSC)
POV	Programme to Overcome Violence
PP	Project Ploughshares
PPC	Personnel Policy Committee (of CYM)
PYM	Philadelphia Yearly Meeting
QBS	Quaker Book Service
QC	Quaker Concern (CFSC Quarterly Publication)
QAAC	Quaker Aboriginal Affairs Committee
QFJ	Quakers Fostering Justice
QIAR	Quaker International Affairs Representative
QMER	Quaker Middle East Representatives (AFSC)
QPASCC	Quaker Peace and Sustainable Communities Committee
QPS	Quaker Peace and Service (London)
QUNC	Quaker United Nations Committee
QUNG	Quaker United Nations Group
QUNO	Quaker United Nations Office
QUNP	Quaker United Nations Program
REC	Religious Education Committee
SCJLA	Standing Committee on Justice and Legal Affairs
SEDEPAC	Servicio, Desarrolla y Paz (Mexico)
SIG	Special Interest Group
SPGL	Sunderland P. Gardiner Lecture
TICD	Thai Inter-Religious Commission for Development

TMMRC	Toronto Monthly Meeting Refugee Committee
TPERC	Toronto Peace Education Research Centre
TRAC	Toronto Refugee Affairs Council
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHRC	United Nations Human Rights Commission
UNICEF	United Nations Children's Fund
UNRWA	United Nations Relief Works Agency
WCC	World Council of Churches
WHYM	Western Half Yearly Meeting
WICC	Women's Inter-Church Council of Canada
WMC	Women's Multifaith Coalition
YF	Young Friends
YMFC	Yearly Meeting Finance Committee
YMPC	Yearly Meeting Programme Committee
YOA	Young Offenders Act
YSHYM	Yonge Street Half Yearly Meeting

## **Appendix D: Due Diligence Sample Documents** (6 samples)

### **Memorandum of Understanding for projects that are a singular activity (2010)**

MEMORANDUM OF UNDERSTANDING  
between  
CANADIAN FRIENDS SERVICE COMMITTEE (CFSC)  
and  
[PARTNER]  
[name(s) and address(es) of key people of partner org, inc website, phone, e-mail, street]

For the period from [appropriate date] to [appropriate date]

A memorandum of understanding such as this is required by Canadian law to show how CFSC is maintaining its direction and control of funds entrusted to it for charitable purposes. For the purposes of ensuring the fulfillment the obligations of the agreement, CFSC is represented by [staff person name and title] and PARTNER is represented by [name and title] who have the authority to sign such agreements for their organizations. *(Note: A partner can be an individual, ex., a Friend receiving a grant for a project).*

Name of Project:     [           ]

Description of Project (indicating the objectives of the work)

Project Funds Use:    1) [           ]

Further details about the activities, roles and responsibilities of the members of the partnership are appended. [The appendix should provide clear and complete details about the activity and who will carry it out; a description of the relationship with CFSC/Friends; and a budget]

[PARTNER] agrees:

- a) to provide CFSC, if requested specifically, with a list of the [PARTNER's] partnerships, that is, a list of groups from whom they receive funding, to whom they give funding, and/or with whom they share projects; CFSC will provide a similar list to [PARTNER] if requested;
- b) to submit receipts for expenses to CFSC up to the amount of the funding received from CFSC; or to maintain adequate records of the expenditure of the funds received from CFSC and to maintain said records for seven years or, failing that, to transfer said records to CFSC;
- c) to provide CFSC with a project report and financial accounting of these funds according to the attached guideline by [convenient date such as January 31] each year.
- d) To provide CFSC with information on the project or activities on request as well as copies of any materials produced as a part of the project (such as educational materials).

CFSC agrees:

- a) to provide minutes and instructions in written form regarding decisions related to the project or project activities being funded (normally a minute from the relevant program committee of CFSC);
- b) to report on the project to the relevant program committee of the Board of CFSC
- c) to maintain relevant records on the project in Canada to fulfill fiduciary responsibilities including: application for funding, relevant correspondence, financial and narrative reporting on funds received, written agreements, evidence of provisions of instructions and supervision; photographs and other media.

Signed: \_\_\_\_\_

[ \_\_\_\_\_ ]

Title: [ \_\_\_\_\_ ]  
Canadian Friends Service Committee

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

Signed: \_\_\_\_\_

[ \_\_\_\_\_ ]

Title: [ \_\_\_\_\_ ]  
[PARTNER]

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

## **Memorandum of Understanding for projects that are not a singular activity (2010)**

### MEMORANDUM OF UNDERSTANDING

between

CANADIAN FRIENDS SERVICE COMMITTEE (CFSC)

and

[PARTNER]

[name(s) and address(es) of key people of partner org, inc website, phone, e-mail, street]

For the period from [appropriate date] to [appropriate date]

A memorandum of understanding such as this is required by Canadian law to show how CFSC is maintaining its direction and control of funds entrusted to it for charitable purposes. For the purposes of ensuring the fulfillment the obligations of the agreement, CFSC is represented by [staff person name and title] and PARTNER is represented by [name and title] who have the authority to sign such agreements for their organizations.

Name of Project: [ \_\_\_\_\_ ]

Description of Project (indicating the objectives of the work)

Project Funds Use: 1) [ \_\_\_\_\_ ]  
2) [ \_\_\_\_\_ ]

Further details about the activities, roles and responsibilities of the members of the partnership are appended. [The appendix should provide clear, complete and detailed instructions and directions in relation to activity and who will carry it out; details on ongoing monitoring and supervision and a description of the history and the basis of the relationship with CFSC, and usually a budget]

[PARTNER] agrees:

- e) to provide CFSC, if requested specifically, with a list of the [PARTNER's] partnerships, that is, a list of groups from whom they receive funding, to whom they give funding,



and/or with whom they share projects; CFSC will provide a similar list to [PARTNER] if requested;

- f) to maintain adequate records of the expenditure of funds supplied by CFSC;
- g) to retain records for seven years, or, failing that, to transfer such records to CFSC;
- h) to provide CFSC with a project report and financial accounting of these funds according to the attached guideline by [convenient date such as January 31] each year.
- i) To provide CFSC with information on the project or activities on request as well as copies of any materials produced as a part of the project (such as educational materials).

CFSC agrees:

- a) to provide minutes and instructions in written form regarding decisions related to the project or project activities;
- b) to report on the project to the relevant program committee of the Board of CFSC
- c) to maintain relevant records on the project in Canada to fulfill fiduciary responsibilities including:

operational reports, correspondence, minutes of meetings; written agreements; evidence of provisions of instructions and supervision; financial reports, local audits if available; records of funds transferred and dispersed; photographs and other media.

Signed: \_\_\_\_\_

[ \_\_\_\_\_ ]

Title: [ \_\_\_\_\_ ]

Canadian Friends Service Committee

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

Signed: \_\_\_\_\_

[ \_\_\_\_\_ ]

Title: [ \_\_\_\_\_ ]

[PARTNER]

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

## **Agency Agreement (sample 1) (2005)**

### Agency Agreement

Between

Canadian Friends Service Committee

and

Quaker United Nations Office - New York

for the period April 1, 2003 to March 31, 2004.

Canadian Friends Service Committee appoints Jack Patterson as its agent to carry out charitable purposes on its behalf in regard to the following project.

Name of project: Quaker United Nations Office - New York

Project description: Program work plan covering peace, human rights, environmental and economic issues at the United Nations, outlined in the Global Quaker Peace Program proposal.

Canadian Friends Service Committee agrees to provide \$3,250 CND for this project.

The agent agrees to fulfill the following terms and conditions:

- keep these funds separate and identifiable from those of the agent;
- maintain adequate records of the expenditure of this amount;
- provide Canadian Friends Service Committee with a project narrative report and financial accounting of the expenditure of these funds by October 15, 2004 and retain these records for seven years or, failing that, to transfer such records to Canadian Friends Service Committee.
- To ensure that all activities of the project conform with CFSC's commitment to non-violence.
- To indemnify CFSC should the project not comply with the above terms and conditions.

Signed: \_\_\_\_\_

Canadian Friends Service Committee

Jane Orion Smith, General Secretary

Date: 31 March 2004

60 Lowther Avenue

Toronto, ON, Canada, M5R 1C7

Signed: \_\_\_\_\_

Quaker United Nations Office - NY

Jack Patterson, Director

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

777 United Nations Plaza

New York, NY, USA, 10017

## **Agency Agreement (sample 2) (2005)**

### AGENCY AGREEMENT

between CANADIAN FRIENDS SERVICE COMMITTEE (CFSC)

and <ORGANIZATION NAME>

for the period <insert dates>

<Organization name> is a project managed in partnership by Canadian Friends Service Committee, and principally funded by the Canadian International Development Agency. An agency agreement such as this is required by Canadian law to show how CFSC is maintaining its accountability for funds entrusted to it for charitable purposes. An agent is the contact person who acknowledges the receipt of the funds and ensures that the accounting records are kept. As lead administrator, CFSC appoints \_\_\_\_\_ as its agent to carry out charitable purposes on its behalf in regard to the following project or programme:

Project use:

- 1)
- 2)
- 3)

Canadian Friends Service Committee agrees to provide \_\_\_\_\_ Canadian Dollars which converts to approximately \_\_\_\_\_ <name local currency>.

The agent agrees to fulfill the following terms and conditions:

- a) To co-operate with the staff or delegates of CFSC and the Canadian International Development Agency (CIDA) who may visit the project from time to time, including <insert name>, who has been appointed project liaison to ensure communication between the project and CFSC and CIDA;
- b) To keep an account of the expenditure of these funds separate and distinguishable from other expenditures of the agent;
- c) To maintain adequate records of the expenditure of the amount being provided through this Agreement.
- d) To provide Canadian Friends Service Committee with a project report and financial accounting of these funds by <insert date>. Subsequent reports will be required if a future project is agreed upon;
- e) To retain these records for seven years, or, failing that, to transfer such records to Canadian Friends Service Committee.
- f) To ensure that all activities of the project conform with CFSC's commitment to non-violence.
- g) To indemnify CFSC should the project not comply with the above terms and conditions.

Signed: \_\_\_\_\_  
Gianne Broughton  
for Canadian Friends Service Committee  
60 Lowther Avenue  
Toronto, ON, Canada, M5R 1C7

Signed: \_\_\_\_\_  
<insert name>  
for <insert Organisation name>  
<insert Organisation address>

Position: QPASCC Programme Coordinator Position: \_\_\_\_\_  
Date: \_\_\_\_\_ Date: \_\_\_\_\_

## **Partnership Agreement (2005)**

Agreement of Partnership  
Between  
Canadian Friends Service Committee (CFSC)  
and  
Pueblo Partisans (PP)

This agreement will confirm the overall roles and responsibilities between CFSC and PP as partner organizations for Pueblo Partisans project work in Comitancillo, Guatemala. Individual project specific agreements should be drafted for each partnership project undertaken to address specific financial expectations and concerns.

### **Abbreviations:**

PP	Pueblo Partisans
CFSC	Canadian Friends Service Committee
QPASCC	Quaker Peace and Sustainable Communities Committee
CIDA	Canadian International Development Agency

- E) Responsibilities of Partners
- F) Pueblo Partisans

- 1) PP will provide QPASCC and CFSC with specific project proposal (including fundraising strategy, work plan, financial needs and expectations) for each partnership project individually.
  - 2) PP is solely responsible for securing any matching funds needed for matching grants with CIDA. In general, the contracted proportion of matching funds should be included in each project payment made. When matching funds fall short, every effort will be made to recover the short fall within the next two quarters. Necessary explanations and plans will be included in fundraising reports.

PP will abide by CFSC fundraising policy. This does not exclude the possibility of the International Committee of CFSC donating funds to a PP project.

- 3) PP will maintain adequate records of expenditure of monies released to their projects from CIDA via CFSC. PP will agree to provide CFSC with project reports and financial accounting of expended funds both interim and in a final form as deemed needed by CFSC.
- 4) PP will provide reports on fundraising progress to International Committee of CFSC at regular intervals agreed upon with QPASCC. Submission of these reports will precede the twice annual dispersal of project funds from CIDA to CFSC.
- 5) PP will appoint an officer to serve as direct liaison and contact person with CFSC.
- 6) Financial and fundraising statement for each project will be reviewed six months prior to the beginning of the last year of the project. If either party is not satisfied that the matching funds will be raised, the project will be terminated at the end of year two. PP will agree to assume responsibility for matching money to meet existing commitments (i.e. previously released CIDA moneys) within 12 months of the premature end of a project.
- 7) PP may delegate responsibilities to its partner in Comitancillo, AMMID and will inform CFSC of any changes in this partnership relationship.

#### Canadian Friends Service Committee

- 1) CFSC agrees to serve as an administrative and applicant partner with PP for NGO partnership proposals to CIDA. Each submission will be assessed and agreed upon individually. Administrative portion of CIDA funds will be shared between CFSC and PP as agreed upon in a project by project basis.
- 2) PP is an agent for charitable purposes of CFSC, and, as such, donations (cash and in kind) received for PP work will be issued charitable receipts. CFSC will receive funds from AFSC raised for PP projects. Donors, to whom receipts are issued, will become part of the CFSC donor list.
- 3) CFSC through its staff and International Committee will assist Pueblo Partisans with proposal and report submissions to CIDA and other funders.

- 4) CFSC will provide PP with opportunities for public engagement including articles and project updates in *Quaker Concern*.

#### Amendment

The partners agree to inform each other of any overall changes in strategic direction that would affect this agreement. Partners will review the partnership agreement together annually.

#### Signatures

\_\_\_\_\_  
G. Anne Broughton, International Programme Coordinator  
for Canadian Friends Service Committee  
Date \_\_\_\_\_

\_\_\_\_\_  
Name and Postion  
for Pueblo Partisans  
Date \_\_\_\_\_

#### Appendix: Fundraising Summary

##### 1) Funds Raised

Pre-existing Funds, March, 99

Source	Either project	Health	Agroforestry
Victoria MM Sedepac Reallocation	6000		
Money from Victoria, and Edmonton PP accounts	14500		
Transgenus Calendars	4000		
CFSC received designated donation		250	
Clifford Lee Foundation			10000
QPASCC Pledge			4000 per year
Victoria MM Pledge			2000 per year
Totals	24500	250	28000

##### 1) Summary of Overall Fundraising Position, June 30, 1999

	B=E+G	C=D+F+H					
A	B	C	D	E,F		G,H	
Report	Fundraising Goal, total, including both projects	Funds Raised, Total	Funds Raised for Use in Either project	Health		Agroforestry	
From project beginning to date				Fundraising Goal	Funds Received	Fundraising Goal	Funds Received / Pledged
Pre-		42750	24,500.	-	250.00		18,000.0

existing			00				0
June-July 99	6,778.00	46250	27,000.00	6,778.00	1,250.00		18,000.00
Sept. 99	19,906.00			13,556.00		6,350.50	
Dec. 99	33,035.00			20,334.00		12,701.00	
March 2000	46,163.00			27,112.00		19,051.50	
June 2000						25,402.00	8000
Sept. 2000							
Dec. 2000							
March 2001							
June 2001							8000
Sept. 2001							

## 2) Fundraising strategies/Planning

### *a. Overall Strategy*

Pueblo Partisans has ...

CFSC ...

### *b. Identified Areas for Financial Support*

#### *i) Philanthropic Foundations and Organizations*

Pueblo Partisans has ....

CFSC ...

### *c. Corporate Donations*

Pueblo Partisans.....

CFSC...

### *d. Unions and Professional Associations*

Pueblo Partisans ...

CFSC ...

### *e. Public Engagement Events and Craft/Products sales*

Pueblo Partisans ...

CFSC ...

### Overall Fiscal Responsibility

Pueblo has prided itself in being frugal here at home (Canada) so that the bulk of funds raised can be directed to Guatemala. There dedicated volunteers and the generous donation of office space (in a home) Pueblo has minimized the Canadian administrative costs. The relocation of the main administration office to Victoria has been able to continue this frugality. The office is housed free of charge in the Quaker meeting house and Victoria Monthly Meeting has agreed to assume sponsorship of Pueblo Partisans and has added an annual budget line for Pueblo as an additional financial support to our work.

## Appendix B :Financial and Fundraising Reporting Timetable

Date	Type of Report Due		
	Health Project	AF Project	Overall
April, 1999			
May			
June	CFSC: Financial; RBM Inception		CFSC: Fundraising
July			
August			
September 1999	CIDA: RBM-based Narrative and Financial	CFSC: Financial; Inception	CFSC: Fundraising
October			
November			Strategy meeting
December	CFSC: Financial	CIDA: RBM-based Narrative and Financial	CFSC: Fundraising
January, 2000			
February			
March	CIDA: RBM-based Narrative and Financial	CFSC: Financial	CFSC: Fundraising
April			
May			Strategy meeting
June 2000	CFSC: Financial	CIDA: RBM-based Narrative and Financial	CFSC: Fundraising
(Pattern continues )			

## **Letter of Agreement for Canada-based Projects (2005)**

<insert name of applicant>  
<insert address>

<insert date>

Dear <insert name> ,

The <insert program committee name> of CFSC is pleased to inform you that your application for <insert name of project> has been approved for funding of <insert amount of funds approved>.

In accepting funding from CFSC, you are indicating your agreement to the following terms and conditions for receiving funding.

### Terms and conditions of accepting funding:

#### *1. Financial Accountability:*

The grant recipient will provide CFSC with ORIGINAL RECEIPTS for project expenses for the amount of the grant received. Original receipts support our accounting and charitable status financial requirements. If you have agreed to submit your original receipts to another charitable organization that is supporting the project, CFSC requires copies of original receipts. In such a case, we would also need a letter from such organization noting:

- they have the originals on file,
- the amount of the expenses,

- how much they contributed towards the expenses,
- and the purpose of the expense.

If you are unable to provide such receipts, please contact me ASAP. Alternate arrangements may be possible but must be made before you accept the funding and be acceptable to the Treasurer of CFSC.

#### *2. Project Report:*

You will provide CFSC with a report on your project. In accepting this grant, CFSC is agreeing to support of the project set out in your application. In the Project Report, please review the project's goals and how they were met; provide a financial report of funds received and disbursed; and offer (if you wish) a personal evaluation of the work and any recommendations you may have for CFSC or others interested in such work. The report should be 2 - 4 pages in length.

If you are unsure about how best to undertake such reporting, please discuss this with me ASAP.

#### *3. Reporting Deadline:*

<insert name of Program Committee> next meets <insert date>. We require your Project Report and project receipts 3 weeks before this meeting. If you cannot report on this timeline, alternate arrangements must be made with me as soon as you are able.

#### *4. Commitment to non-violence and indemnification of CFSC:*

You will ensure that all activities of the project conform with CFSC's commitment to non-violence. You will indemnify CFSC should the project not comply with the above terms and conditions.

If you have questions or want to touch base, please contact me.

In Friendship,

<name of staff person>  
<position of staff person>



## **Appendix E: Staff Orientation Process (2006)**

### **Introduction:**

The orientation process has been developed to help facilitate an orderly and comprehensive orientation for new staff to their position, the work of the Committee(s) with which they will work, and the organization as a whole. The plan includes guidelines as well as a list of key tasks (including who is responsible for implementation).

### **Guidelines:**

In the first two weeks at CFSC, priority is given to the basic orientation by outgoing staff and relevant seasoned committee members. New staff require as full an understanding of projects, budgets, and process related to the Committee(s) they serve as possible. As such, no special projects or activities will be scheduled during the orientation period for either incoming or outgoing staff.

While the process is operationalized when new staff begin their service, development of the process should begin several months beforehand. One month prior to the orientation, outgoing staff will submit a detailed basic orientation plan, based on the tasks below, for review to their Committee Clerk and to the Clerk of CFSC Personnel Committee. Before completion of their contract, outgoing staff will submit a report outlining completion of the orientation tasks, recommendations for other areas of orientation, etc. to the Clerk of CFSC Personnel Committee and the incoming staff's Committee Clerk.

Those responsible for other areas of orientation will submit a report outlining completion of the orientation tasks, recommendations for other areas of orientation, etc. to the Clerk of Personnel and the incoming staff's Committee Clerk within six weeks of the incoming staff starting their contract.

Within two days of starting their contract, the incoming staff will meet with the outgoing staff and Committee Clerk (or their designate) by phone or in person to review the detailed basic orientation plan.

Six weeks after starting their contract, the new staff person will be contacted by the Clerk of Personnel (or their designate) to ensure that the orientation tasks have been completed and to determine if there are further needs to be addressed. If so, the Clerk of Personnel (or their designate) will work with the Committee Clerk and the General Secretary to determine further plans.

### **Orientation tasks** (those responsible for carrying out named in brackets):

#### **Basic orientation** (outgoing staff and Committee Clerks):

- \* Review job description
- \* Review terms of reference for committee
- \* Review committee membership and their interests/responsibilities
- \* Review current work plan and projects in detail (including budgets)
- \* Review and, if required, transfer files – hard copy and electronic – and equipment

#### **CFSC orientation** (General Secretary and/or member of Personnel):

- \* Review terms of contract
- \* Review annual record of work form and discuss tracking of work
- \* Inform new staff to discuss salary remittance method and benefits with Finance Administrator

- \* Review new member orientation document which includes diagram of CFSC structure (including CYM context) and "beachball diagram"
- \* Q and A about the CFSC POP Manual, especially personnel policies
- \* Provide and review CFSC Calendar
- \* Provide and review CFSC member list
- \* Provide and review copy of CRA's Political Activity policy and CFSC Political Activity Tracking Form
- \* Ensure they understand the reporting requirements for grants, esp. to non-charities
- \* Orientation to CFSC office and Friends House; if working outside of Toronto, develop home office plan.

Communications (General Secretary):

- \* Review email and document protocols (approved 2003)
- \* Review Quaker Concern and E-Newsletter Schedules
- \* Review Quaker Concern style and typefitting guidelines

Financial (Finance Administrator):

- \* Supply with T-1 Form for Revenue Canada (return to Finance Administrator)
- \* Provide information on health benefit plan (including enrollment forms) as well as information on benefits not covered by the plan but cost-shared by CFSC and staff.
- \* Review committee's budget
- \* Review cheque requisition process (and provide form)
- \* Review expense claim process (and provide form)
- \* Review CFSC's budget in detail
- \* Review salary evaluation results when complete, along with deductions (CPP, EI, taxes, health and retirement benefit plans)

Other (General Secretary, outgoing staff, etc.):

- \* Run notice of appointment in Quaker Concern and CFSC E-Newsletter
- \* Introduce to key partners of CFSC (face to face, email, etc.) including inter-church coalitions, project partners, etc.

## **Appendix F: Staff Performance Evaluation Schedule (2006)** *(also see "Personnel – Evaluation and Performance Reviews")*

<b>Timing</b>	<b>Scope of evaluation</b>	<b>Type of Meeting</b>	<b>Comments</b>
<b><i>First Contract:</i></b>			
Completed by 3 month mark	Probationary evaluation (process being developed by CFSC Personnel Clerk)	Face-to-face or phone	Probationary period (see Note below)
1 year	Full evaluation (self-evaluation, performance evaluation, review of job description).	Face-to-face	Evaluation initiated at the one-year mark of the contract.
2 years, 3 months	Full evaluation (as above).	Face-to-face, or by phone, at discretion of involved parties	Initiated 9 months before the end of the employee's contract, as contract renewal decisions are to be completed 6 months before contract ends. Evaluation will give valuable information for this decision.
<b><i>Subsequent contracts:</i></b>			
In first 18 months of contract	Evaluation (scope of evaluation at discretion of involved parties)	Face-to-face or by phone, at discretion of involved parties	
9 months before the end of the contract	Full evaluation (as above).	Face-to-face or by phone at discretion of involved parties	Contract renewal decisions are to be completed 6 months before contract ends.

### Notes:

Probationary period – It is critical for a probationary evaluation to be completed before the employee's third month of employment is completed, when the legal requirements for termination of employment change substantively. In addition, employees are seeking feedback at this point on their performance; it is also an opportunity for employing committee's to be made aware of gaps in orientation, difficulties or needs on the employee's part.

Employee self-evaluations—The self-evaluations are often helpful to staff members for reviewing one's performance and thinking forward to the next year and how to improve.

While self-evaluations occur on a regular basis in the above schedule, staff are encouraged to do an annual self-evaluation as it is a valuable reflective process, both personally and in assessing the fulfillment of their position. Issues that arise can be raised with a member of Personnel, should they choose.

Evaluators—CFSC staff, board members, or other members of a CFSC committee can be named as evaluators.

Other information:

Link to Employment Standards Act of Ontario (2000):

<http://www.canlii.org/on/laws/sta/2000c.41/20060213/whole.html>

Link to Ontario Human Rights Commission Brochure on Hiring:

<http://www.ohrc.on.ca/english/guides/hiring.shtml>

## **Appendix G: Primer on Charitable Status (2006)** *(particularly as it applies to political activity and education)*

*Prepared for the members of Canadian Friends Service Committee by Jane Orion Smith,  
General Secretary, October 2, 2006*

### Introduction:

This primer offers basic information on charities of which CFSC members should be aware, including:

- \* What are charitable purposes?
- \* What is a public benefit? (one of the four charitable purposes)
- \* What are CFSC's charitable purposes?
- \* What benefits do charities have under the Income Tax Act?
- \* What kind of political activity can charities undertake?
- \* What rules govern how charities communicate in educational and public awareness campaigns?
- \* What rules govern charities in communicating with public officials?
- \* Do charities have spending limits on political activities?

Charitable law and the regulations that bind charities are broad and complex. While there are some very clear (and not so clear) rules on how charities must function, we are well reminded that there is a lot of room to maneuver. For example, we can educate people of our concerns about a public policy, so long as it relates to our charitable purposes and is presented in a well-reasoned, balanced way. Another example: Many Friends are concerned about "neo-colonial, multi-national economic practices". We can address this concern by developing and implementing community-based economic development projects and promoting fair-trade practices and products as a way to alleviate poverty.

So, while the "rules" may seem daunting, remember that there are creative, charitable means to achieve most all of Friends' corporate concerns. We must remind you that this primer is incomplete and basic. For more information, we encourage you to visit web sites listed in the *Resources* section at the end of the document

### What are charitable purposes?

Under the *Income Tax Act*, organizations seeking the special tax privileges given to charities must apply for charitable status with the Canada Revenue Agency. The organization's purposes must be exclusively charitable (and within the limits of the law), falling within one or more of the four recognized categories of charity:

- \* relief of poverty
- \* advancement of education
- \* advancement of religion, and
- \* other purposes beneficial to the community in a way the law regards as charitable (see below—what is a public benefit)

A registered charity must devote all of its resources to charitable purposes and activities. The *Act* allows a small amount of resources to be used for political activity (see below). CFSC has been a registered as a separate charity from Canadian Yearly Meeting since 1967.

What is a public benefit?

One of the four recognized charitable purposes is vaguely worded but has been defined further by the courts and by CRA—"other purposes beneficial to the community in a way the law regards as charitable".

Qualifying under this fourth category usually can be only determined by finding an analogy to other accepted charitable purposes. This is a particularly complicated area of charity law and one should be careful of applying their own views on what provides a "public benefit" as it may well not be the same as what is presently legally recognized.

What are CFSC's charitable purposes?

"To unify and expand the concerns of Friends in Canada for peace witness and peace education, international services and social concerns in Canada. This is achieved through:

(a) The establishment and maintenance of religious programs which:

- (i) Alleviate suffering and poverty;
- (ii) Promote justice and peace in accordance with the religious principles, practices and testimonies of Canadian Yearly Meeting of the Religious Society of Friends (Quakers);
- (iii) Educate members of the Religious Society of Friends (Quakers) and the general public about:
  - A. The activities of the Corporation and issues that inform these activities;
  - B. The principals and beliefs of Quakers."

What benefits do charities have under the Income Tax Act?

Once registered, a charity pays no income tax and can issue charitable tax receipts to donors. Should a charity dissolve, or choose to give up its charitable status, all its remaining assets after payment of its debts must be distributed to one or more registered charities.

What kind of political activity can charities undertake?

An organization established for a political purpose cannot be a charity. "A charity cannot support a political party or candidate for public office; nor to seek to retain, oppose, or change the law or policy or decisions of any level of government in Canada or a foreign country. The courts rule out political purposes for charities because a purpose is only charitable if it generates a public benefit. A political purpose, such as seeking a ban on deer hunting, requires a charity to enter into a debate about whether such a ban is good, rather than providing or working towards an accepted public benefit."<sup>7</sup>

This said, a registered charity may take part in certain political activities as a way of furthering its charitable purpose(s).

Allowable Political Activities:

A charity may take part in political activities if they are *non-partisan* and connected and *subordinate to the charity's purposes*.

Canada Revenue Agency presumes an activity to be political if a charity:

- ★ explicitly communicates a call to political action (i.e., encourages the public to contact an elected representative or public official and urges them to retain,

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<sup>7</sup> CRA policy on Political Activity (<http://www.cra-arc.gc.ca/tax/charities/policy/csp/csp-p02-e.html>)

oppose, or change the law, policy, or decision of any level of government in Canada or a foreign country);

- \* explicitly communicates to the public that the law, policy, or decision of any level of government in Canada or a foreign country should be retained (if the retention of the law, policy or decision is being reconsidered by a government), opposed, or changed; or
- \* explicitly indicates in its materials (whether internal or external) that the intention of the activity is to incite, or organize to put pressure on, an elected representative or public official to retain, oppose, or
- \* change the law, policy, or decision of any level of government in Canada or a foreign country.

#### What Political Activities are prohibited by law?

A charity may not take part in an illegal activity or a partisan political activity (one that involves direct or indirect support of, or opposition to, any political party or candidate for public office). If a charity and a political party both happen to support the same public policy, the charity is not prevented from promoting this policy but cannot directly or indirectly indicate support for the political party, candidate or party policy.

#### What rules govern how charities communicate in educational and public awareness campaigns?

In carrying out their mandate, registered charities often communicate with the public or public officials, often through public awareness campaigns and educational materials.

#### *Public awareness campaigns*

A charity's public awareness campaigns aim to give useful knowledge to the public to enable them to make decisions about the work a charity does or an issue related to that work. When a registered charity seeks to foster such public awareness, it is acceptable as long as the activity is connected and subordinate to the charity's purpose. In addition, the activity should be based on a position that is well-reasoned, rather than information the charity knows or ought to know is false, inaccurate, or misleading. While public awareness campaign materials may have some emotional content, it is unacceptable for a charity to use primarily emotive material.

A charity may make the public aware of its position on an issue provided:

- \* it does not explicitly connect its views to any political party or candidate for public office;
- \* the issue is connected to its purposes;
- \* its views are based on a well-reasoned position;
- \* public awareness campaigns do not become the charity's primary activity.

A charity may provide information to its supporters or the public on how **all** the Members of Parliament (or members of another elected body) voted on an issue connected with the charity's purpose. However, a charity must not single out the voting pattern on an issue of any one elected representative or political party.

#### How does "advancement of education" differs from public awareness campaigns?

The courts stipulate that under "advancement of education" a targeted attempt must be made to educate others. It is not enough to simply provide an opportunity for people to educate themselves by making materials available with which they may accomplish this but need not.

To advance education in the charitable sense means:

- \* training the mind;
- \* advancing the knowledge or abilities of the recipient;
- \* raising the artistic taste of the community; or
- \* improving a useful branch of human knowledge through research.

A charity whose object includes the advancement of education must take care not to disregard the boundary between education and propaganda. To be considered charitable, an educational activity must be reasonably objective and based on a well-reasoned position. This means a position that is based on factual information that is methodically, objectively, fully, and fairly analyzed. In addition, a well-reasoned position should present (i.e., address) serious arguments and relevant facts to the contrary. Educating people from a particular political or moral perspective may be educational in that it enables listeners to make an informed and critical choice; however, an activity is not educational in the charitable sense when it is undertaken "solely to promote a particular point of view" (i.e., care must be taken with regard to degree of bias in all communications).

Charitable organizations must not rely on incomplete information or on an appeal to emotions. Workshops, classes, and conferences may not be charitable if they ultimately seek to create a climate of opinion or to advocate a particular cause.

What rules govern charities in communicating with public officials?

When a registered charity makes a representation to an elected representative or public official, the activity is considered to be charitable—even if the charity explicitly advocates that the law, policy, or decision of any level of government in Canada or a foreign country ought to be retained, opposed, or changed. However, such activity should be subordinate to the charity's purposes and all representations should:

- \* relate to an issue that is connected to the charity's purposes;
- \* be well-reasoned (or where time constraints make this impractical, should be based on a well-reasoned position and such a position should be submitted in a timely manner to the elected representative or public official concerned); and
- \* not contain information that the charity knows or ought to know is false, inaccurate, or misleading.

Releasing the text of a representation

Releasing the text of a representation before or after delivering it to the elected representative or public official will be considered a charitable activity provided the *entire* text is released and there is no explicit call to political action either in the text or in reference to the text. The charity may issue the entire representation to the public by using a press release or its web site. The charity may also explain in a newsletter that it intends to make, or has made, the representation and is willing to distribute the information to anyone who wants a copy. In all cases, the *entire* representation should be made available.

Should a charity make an explicit call to political action in any part of this representation or in reference to it, the activities could be regarded as political activities and, as a result, all associated resources and expenditures could be considered to have been devoted to a political activity.



*Do charities have spending limits on political activities?*

The *Income Tax Act* requires that “substantially all” (i.e., 90% or more) of its resources (financial assets, staff, volunteers, equipment, etc.) must be devoted to charitable activities. A charity the size of CFSC can devote no more than 10% of its total resources a year to political activities.

A charity can hire others to conduct on its behalf any political activities that it is allowed to undertake itself. This includes hiring professional lobbying firms. If the other organization is also a registered charity, there are special requirements on the expenditure.

An organization involved in political activities is expected to identify any expenditures made on such activities in order to demonstrate that “substantially all” of its resources have been devoted to charitable activities. At CFSC, staff complete political activity reports on a quarterly basis; in them, they record the resources used on any political activity undertaken during that time.

Where “substantially all” (>90%) of an expense is for charitable activities, then the whole expense is considered charitable. Similarly, if the expense relates substantially to a political activity, the whole expense should be counted as a political expense. In addition to financial resources, any physical and human resources must be devoted substantially to charitable purposes and activities.

*What rules govern charities giving funds to other groups?*

In general, charities are to undertake their own charitable work including political activity. They can transfer some funds to other “qualified donees” (that is, other charities) to do work that would be compatible with their charitable purposes but there are rules that govern how much of a charity’s budget can be so disbursed. With regards to giving funds to non-charities, as CFSC does through small grants, they have to be for work that is considered to be a part of CFSC’s program of charitable work or allowable political activity. The work has to be spelt out in either an agency agreement or a letter of agreement and the group receiving the funds must provide a report on the activities and original financial receipts for the project up to the amount of the grant. Overseas projects are managed through more detailed agency agreements. Examples of these various agreements are in the Appendix of CFSC’s Policy, Organization and Procedure Manual.

*Conclusion:*

It is hoped that this information has assisted CFSC members and staff to understand the parameters that have been set for charitable organizations and their work. The Elders of Balby added a well-known post-script to an epistle to Friends in the north of England in 1656 (following the famous “Nayler incident” which resulted in a backlash against Friends). It outlined the very explicit expectations in function of Quaker communities yet concluded, “Dearly beloved Friends, these we do not lay upon you as a rule or form to walk by, but that all, with the measure of light which is pure and holy may be guided; and so in the light walking and abiding, these may be fulfilled in the Spirit, not from the letter for the letter killeth, but the Spirit giveth life.”

In that spirit, we remember that the promptings of the Spirit through our consciences may inspire action by CFSC that may contravene charitable law and regulations. As George Fox often reminded Friends, we are accountable to God above nations. Such action, however, cannot be by any individual or committee in CFSC’s name without significant seasoning and unity within, and likely beyond, CFSC (i.e. Representative

Meeting or CYM in session). A part of this is the determination would be that there are not other legal and faithful ways forward.

Resources:

This document is a basic introduction to charities, in particular, the rules governing political activity and public communication. Besides federal regulations, there can be provincial regulations—such as the Government of Ontario’s *Trustee’s Act*—which govern the functioning of charities, from their governance, to their purposes and activities, to their investment policies. We encourage you, as a Board member of a charity, to keep educating yourself and to ask questions of the staff when you are unclear about a situation or what more information.

Policy Statement on Political Activity – Canada Revenue Agency (2003):  
[http://www.cra-arc.gc.ca/tax/charities/policy/cps/cps-022-e.html#P100\\_8549](http://www.cra-arc.gc.ca/tax/charities/policy/cps/cps-022-e.html#P100_8549)  
(Information in this primer was drawn heavily from this policy document)

Canada Revenue Agency—Charities Directorate web site:  
<http://www.cra-arc.gc.ca/tax/charities/>

“CRA releases new policy on what meets the public benefit test”, Charity Law Bulletin No. 93, Carter’s Professional Corporation:  
<http://www.carters.ca/pub/bulletin/charity/2006/chylb93.pdf#search=%22Charity%20Law%20Bulletin%20No.%2093%22>  
(There are many good articles on the [www.carters.ca](http://www.carters.ca) website; Carter’s is a legal firm that specializes in charity law, especially as it affects religious charities)

Resources section on Charity Village: <http://www.charityvillage.ca>