



# Canadian Association of Social Workers

## GOVERNANCE POLICIES

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POLICY TYPE: ENDS POLICIES

EP #1

POLICY TITLE: OVERVIEW OF THE “BOARD POLICY GOVERNANCE” MODEL  
CASW ENDS POLICIES

Date Approved by Board: June 2016

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### **Overview of the “Board Policy Governance” Model**

The four areas of Board Governance Policy are:

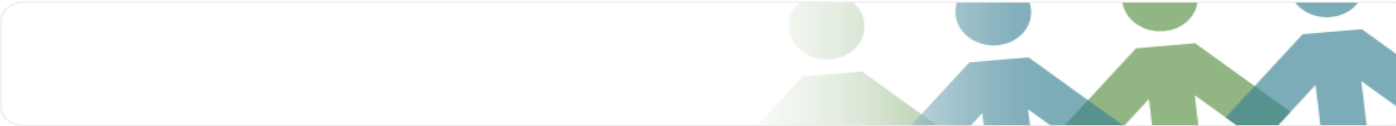
1. Ends: What should be the results of our Association’s operations? What “ends” does it want achieved? The most critical of all policy areas concerns itself with what human needs are to be satisfied, for whom, and at what cost. Secondly, are the “ends” being achieved?
2. Executive Limitations: Those principles of prudence and ethics that limit the choice of staff means (practices, activities, circumstances, methods.) What management actions or activities will the Board not allow or support?
3. Board-Executive Relationship: The manner in which power is passed to the Executive machinery and assessment of the use of that power. How will the Board relate to management and staff?
4. Board Process: The manner in which the board represents the partner membership and provides strategic leadership to the organization. How does the Board conduct its own business?

#### **Governance Defined – What is it and what it is not:**

The work of a board is called “board governance”. While there are many ways to define “governance”, one very simple and clear definition says:

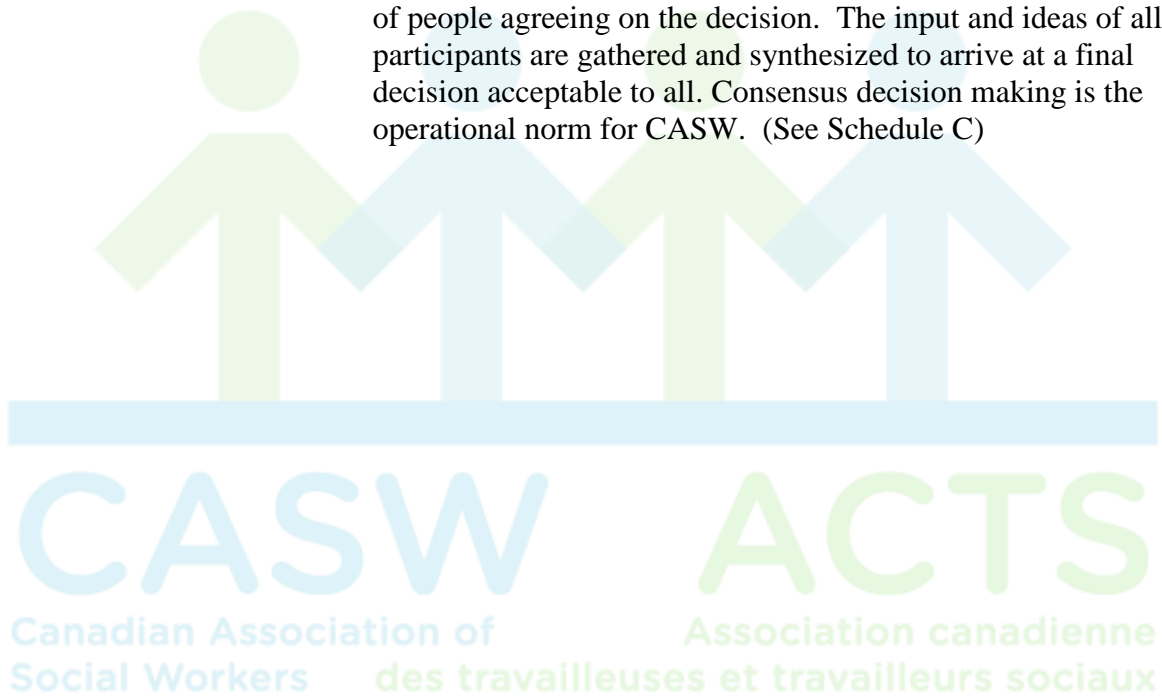
*Governance is acting on behalf of someone else to make sure that the association achieves what it should and avoids what is unacceptable.*

The Board of CASW will be acting on behalf of Partner Organizations to make sure that CASW achieves what it should and avoids what is unacceptable. Governance is not management at a higher level. We think of management, the job of managers, as “the process of getting others to perform activities necessary to achieve organizational and personal goals”. All boards are governing boards in that they share the same fiduciary responsibility. The job of a board is to govern, not to advise, help or support the Executive Director and staff. The board can do its governing job in a helpful and supportive way, but the job of the board is to direct the Executive Director and hold them accountable.



## Glossary of Terms

- Members:** CASW Partner Organizations and Individual Members.
- Consumers:** Social workers in Canada either indirectly or directly affiliated with CASW.
- Decision Making:** Robert's Rules of Order will be the guide for decision making unless a motion to move to Consensus decision making is passed.
- Consensus Decision Making:** Process for group decision making based on the entire group of people agreeing on the decision. The input and ideas of all participants are gathered and synthesized to arrive at a final decision acceptable to all. Consensus decision making is the operational norm for CASW. (See Schedule C)



POLICY TYPE: ENDS POLICIES

EP #2

POLICY TITLE: MISSIONS AND PURPOSE

Date Approved by Board: June 2016

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CASW exists so that the social work profession is respected as a unique, diverse, and credible profession, in Canada and Internationally:

1. There is a clear and positive image of the social work profession.
2. The social work profession has a positive impact on public/social justice issues.
  - a) Policy makers will understand the impact of policy decision on social justice.
  - b) Social service development will be responsive to the social needs of Canadians.
3. All social workers have access to a broad base of information they need to enhance their practice.

CASW provides a national leadership role in strengthening and advancing the social work profession in Canada. CASW promotes social justice and wellbeing for all Canadian residents.

The purposes and objectives of CASW are as follows:

- 1) To advance social justice.
- 2) To strengthen and promote the social work profession.
- 3) To support the regulatory and non-regulatory work of Partner Organizations.

CASW will make every effort to ensure that, to the best of its knowledge, it uses socially and environmentally responsible service providers with respect to any of the activities it undertakes.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL #1

POLICY TITLE: GLOBAL EXECUTIVE CONSTRAINT

Date Approved by Board: June 2016

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The Executive Director shall not cause or allow any practice, activity, decision or organizational structure which is illegal, imprudent or in violation of commonly accepted management practices and the CASW Code of Ethics or that is inconsistent with CASW's vision, values, policies and bylaws.



POLICY TYPE: EXECUTIVE LIMITATIONS

EL #2a

POLICY TITLE: TREATMENT OF PARTNER ORGANIZATIONS

Date Approved by Board: June 2016

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Policy Governance is designed to ensure accountability of the Board to the Partner Organizations and of the Executive Director to the Board.

The Executive Director shall ensure that Partner Organizations are informed in the Board's work. The Executive Director will not:

1. Neglect to submit activity reports on a regular basis to the Partner Organizations.
2. Let the Partner Organizations be unaware of any significant incidental information it requires including anticipated adverse media coverage, threatened or pending legal actions and material external and internal changes.
3. Neglect to communicate on a regular basis with the Executive Directors of the Partner Organizations.
4. Engage with the Partner Organization in a way that favors or privileges certain Partner Organizations over others, except when (a) fulfilling individual request for information or (b) responding to officers or committees duly charged by the Board.
5. Neglect to honour the Partnership Agreement, as amended from time to time, and set out herein as Schedule A.
6. Carry activities that are not consistent with the Ends defined in a joint process with the Partner Organizations on an annual basis.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL #2b

POLICY TITLE: TREATMENT OF STAFF

Date Approved by Board: June 2016

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With respect to treatment of paid and volunteer staff, the Executive Director shall not cause or allow conditions that are unfair, undignified, unorganized or unclear.

Accordingly the Executive Director shall not:

1. Operate without personnel policies and procedures that clarify personnel rules for staff and volunteers, provide effective handling of grievances, and protect against wrongful dismissal.
2. Discriminate against any staff member or volunteer for expressing dissent within the organization.
3. Prevent staff from grieving to the Board when internal grievance procedures have been exhausted and the employee alleges that either:
  - a) Board policy has been violated to his/her detriment; or,
  - b) Board policy does not adequately protect his/her employee rights within the meaning of relevant government legislation, or human rights within the meaning of the Canadian Charter of Rights and Freedoms.
4. Fail to acquaint staff with the Executive Director's interpretation of their rights and protections under this policy.
5. Allow staff to be unprepared to deal with emergency situations.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL #2c

POLICY TITLE: COMPENSATION AND BENEFITS

Date Approved by Board: June 2016

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

The Executive Director will not:

1. Change the Executive Director's own compensation and benefits, except as those benefits are consistent with a package for all other employees.
2. Promise or imply guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Create obligations over a longer term than revenue can be safely projected.
5. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
  - a) Incur unfunded liabilities,
  - b) Provides less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited,
  - c) Allow any employee to lose benefits already accrued from any foregoing plan, and
  - d) Treat him or her differently from other employees.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL #2d

POLICY TITLE: FINANCIAL CONDITION & ACTIVITIES

Date Approved by Board: June 2016

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With respect to the actual, ongoing financial condition and activities, the Executive Director may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies.

The Executive Director will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within 60 days.
3. Use any long-term reserves
4. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances within 30 days.
5. Allow payables or receivables not to be settled within a reasonable time frame.
6. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
7. Make a single purchase or commitment of greater than \$2500. Splitting orders to avoid this limit is not acceptable.
8. Acquire, encumber or dispose of real estate.
9. Issue expense cheques to himself or herself without the written prior approval of a Board-approved signatory who has been provided with appropriate documentation and receipts.
10. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
11. Fail to notify the Board in advance of multi-year contracts to lease or purchase equipment beyond the approved budget.
12. Lease facilities without the prior approval of the Board.
13. Acquire, encumber or dispose of real property (land and buildings) without Board approval.
14. Fail to pursue receivables after a reasonable grace period.
15. Use any long-term reserves for other than their designated purposes.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL #2e

POLICY TITLE: FINANCIAL PLANNING AND BUDGETING

Date Approved by Board: June 2016

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The Executive Director shall not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year to:

- Deviate materially from Board Ends priorities,
- Risk financial jeopardy, or
- Fail to be derived from a multi-year plan.

The Executive Director will not allow budgeting which:

1. Risks incurring those situations or conditions described as unacceptable in the Executive Limitations policy entitled “Financial Condition & Activities”.
2. Omits:
  - a) Credible projection of revenues and expenses,
  - b) Separation of capital and operational items,
  - c) Cash flow analysis, and
  - d) Disclosure of planning assumptions.
3. Provides less than the amount determined annually by the Board for the Board’s direct use during the year.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL #2f

POLICY TITLE: ASSET PROTECTION

Date Approved by Board: June 2016

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

The Executive Director may not:

1. Insure the organization's assets for less than eighty percent of replacement value against theft, fire and casualty losses or insure against liability losses to Board members, staff, volunteers and the association itself for less than the average for comparable organizations.
2. Allow personnel access to material amounts of funds.
3. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its Board, or staff to claims of liability.
5. Receive, process or disburse funds under controls that are insufficient to meet the Board-appointed reviewer's standards.
6. Make any purchase:
  - a) Wherein normally prudent protection has not been given against conflict of interest;
  - b) Of more than \$2500.00 without having obtained comparative prices and quality; and
  - c) Of over \$2500.00 without a stringent method of assuring the balance of long-term quality and cost. Orders shall not be split to avoid these criteria.
7. Allow property, information and files to be unprotected from loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than an acceptable rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the organization's public image, credibility, or its ability to accomplish Ends.
10. Change the organization's name or substantially alter its identity in the community.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL #2g

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD

Date Approved by Board: June 2016

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The Executive Director may not permit the Board to be uninformed or unsupported in its work. The Executive Director will not:

1. Neglect to submit monitoring data required by the Board according to its policy “Monitoring Executive Director Performance” in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the Executive Director’s interpretations consistent with the “Delegation to the Executive Director” policy, as well as relevant data.
2. Let the Board be unaware of relevant trends, anticipated adverse media coverage, threatened or pending legal actions and material external and internal changes, particularly changes in the assumptions upon which any Board policy or decision has previously been established.
3. Allow the Board to be unaware that, in the Executive Director's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior, which is detrimental to the work relationship between the Board and Executive Director.
4. Allow the Board to be without decision information required periodically by the Board or let the Board be unaware of relevant trends.
5. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
6. Allow the Board to be without a workable mechanism for official Board, officer or committee communications.
7. Fail to present to the Board as many staff and external points of view, issues, and options as reasonably needed for fully informed Board choices.
8. Fail to present information clearly or in a form that differentiates among information of three types: monitoring, decision preparation, and other.
9. Fail to provide reasonable mechanisms for Board, or committee communications.
10. Engage with the Board in a way that favors or privileges certain Board members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
11. Allow the Board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy of the Board regardless of the Board’s monitoring schedule.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL #2h

POLICY TITLE: EMERGENCY EXECUTIVE SUCCESSION

Date Approved by Board: June 2016

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In order to protect the Board from the sudden loss of Executive Director Services, the Executive Director shall not permit there to be fewer than one other person familiar enough with Board and Executive Director issues and procedures to be able to maintain association services.



POLICY TYPE: EXECUTIVE LIMITATIONS

EL #2i

POLICY TITLE: COLLABORATIONS

Date Approved by Board: June 2016

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Collaboration with other groups can enhance and amplify the mission and purpose of CASW as well as improving service responsiveness to community needs and revenue generation. The Executive Director shall not fail to develop appropriate collaborations to achieve the Board's Ends, and to maximize efficiency and effectiveness in the use of resources.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Fail to develop and implement an evaluation tool that will aid in determining whether the partnership will enhance the Board's Ends and be consistent with the organization's Mission.
2. Develop or continue collaborative relationships with, or accept donations from, organizations whose principles or practices are incompatible with achievement of the Board's Ends.
3. Enter into a corporate sponsorship arrangement or accept donations from organizations or individuals whose practices or principles are contrary to the values of the organization.
4. Enter into any formal relationship or commit the organization to any collaborative agreement without first having:
  - a) Taken necessary steps to ensure that principles and practices of the partnering organization are not contrary to the organization.
  - b) The party representing the proposed relationship is an authorized agent of the group, business or organization.
  - c) The credibility and creditworthiness of the proposed collaborator(s).
  - d) There are mutually agreed, clear written expectations of the collaboration.
  - e) There is a regular review process to confirm renewal or termination of collaboration.
  - f) Ensured the agreement includes an escape clause.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL #2j

POLICY TITLE: REVENUE GENERATION

Date Approved by Board: June 2016

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The Executive Director shall not cause or allow revenue generation activities that deviate materially from the Board's Ends priorities, or fail to conform to CASW's mission and purpose.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Operate without revenue generation policies and procedures that must include a consultations process with CASW Partners Organizations to mitigate any potential conflicts
2. Raise or apply for funds without developing and applying a screening process.
3. Raise or apply for funds without considering:
  - a. The social and environmental impacts caused by the activity from which the funds were derived.
  - b. The extent to which appropriate measures have been taken to mitigate the negative impacts of the activity.
4. Establish a resource, service or activity that is primarily dependent on funds derived from the sale of alcohol, cigarettes or drugs, or from gambling activities.
5. Promote an unrealistic expectation by the contributor of receiving a material return disproportionate to the contribution made.
6. Engage in major revenue generation activities that have a high risk of producing insufficient revenues to offset the costs of the activities.
7. Exploit the confidence of or detract from the dignity of the organization.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL #2k

POLICY TITLE: INFORMATION MANAGEMENT

Date Approved by Board: June 2016

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The Executive Director shall develop and maintain an effective information management system process that assists the organization in effectively carrying out and evaluating the Board's Ends.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not fail to:

1. Maintain an up-to-date prioritized plan for necessary information systems enhancements or acquisitions.
2. Develop a plan that ensures a smooth transition to new or upgraded information systems.
3. Evaluate the effectiveness and efficiency of information management.
4. Ensure that back-up and recovery plans are designed, documented and tested.
5. Meet legislated requirements for records retention, confidentiality, freedom of information and privacy.
6. Ensure that there are adequate back up resources for all critical organizational functions.
7. Provide appropriate security for all of the organizations records.

Canadian Association of  
Social Workers

Association canadienne  
des travailleuses et travailleurs sociaux

POLICY TYPE: EXECUTIVE LIMITATIONS

EL #21

POLICY TITLE: SERVICES

Date Approved by Board: June 2016

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The Executive Director may not jeopardize CASW's Mission by engaging in problematic activities which are not directed to achieving the organization Ends as determined by the Board.

Acceptable programs must be either mission enabling programs or mission driven programs. Mission enabling programs provide a positive cash flow to the organization, and are at a minimum not in conflict with the organization's mission, vision and core values. Mission driven programs may provide a neutral or negative cash flow to the organization but provide a significant impact on the community and the organization's mission, vision and core values.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Initiate programs without undertaking a needs assessment and cost/benefit analysis.
2. Offer services which:
  - a. do not achieve at least one organization End, or
3. Fail to inform the Board of:
  - a. significant concerns of CASW Partner Organizations regarding a service
4. Allow conditions of practice which:
  - a. Put the organization's reputation at risk
  - b. Are not current with accepted "best practice" standards, research or experience.
  - c. Allow programs to operate without appropriate and qualified personnel.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL #2m

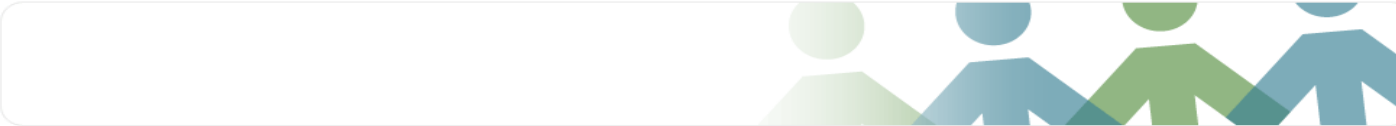
POLICY TITLE: SIGNING OFFICERS

Date Approved by Board: June 2016

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The Board of Directors approves the banking institution to be appointed as the organization's bankers and the arrangement for the appointment of the signing officers for banking purposes. The appointment of the signing officers for banking purposes is established within this policy as follows:

1. With respect to establishing the signing officers for CASW the Executive Director shall ensure that the signing officers approve of amounts in excess of \$5,000:
  - President
  - Past President
  - Vice President
  - Treasurerand one of the following:
  - Executive Director
  - Bookkeeper or Accountant
  - Administrative Coordinator
2. With respect to establishing the signing officers for CASW, the Executive Director shall ensure that the signing officers shall be as noted in No. 1, or any two of the following, on amounts less than \$5,000:
  - Executive Director
  - Bookkeeper or Accountant
  - Administrative Coordinator
3. With respect to establishing the signing officers for CASW, the Executive Director shall ensure that the signing officers shall be as noted in No. 1, or any two of the following, for regular payments which have been approved under a contract (i.e. lease payments or payments to staff benefit provider):
  - Executive Director
  - Bookkeeper or Accountant
  - Administrative Coordinator

- 
4. The Executive Director shall ensure that any individual signing officer does not authorize or sign a cheque that is payable to themselves without written authorization of the CASW Treasurer or his/her designate.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Fail to ensure that all approved signing authorities are submitted to the bankers with the proper documentation.
2. Fail to ensure that all banking transactions are duly signed by only those approved by the Board as set forth in this policy.



POLICY TYPE: GOVERNANCE PROCESS

GP #1

POLICY TITLE: GLOBAL GOVERNANCE COMMITMENT

Date Approved by Board: June 2016

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The purpose of the governance process policy is so the Board, on behalf of the members of CASW Partner organizations and affiliate individual members, who form CASW, can guarantee the accountability of the association by ensuring that the organization:

1. Achieves agreed upon results from the appointed persons at approved costs;
2. Avoids unacceptable activities, actions and situations;
3. Rigorously commits to continual improvement in defining values and vision through the effective use of individual members' expertise to enhance the Board as a body;
4. Operates within the legal framework, vision, values and governance policies of the organization.



POLICY TYPE: GOVERNANCE PROCESS

GP #2a

POLICY TITLE: GOVERNING STYLE

Date Approved by Board: June 2016

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The Board will govern with an emphasis on outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and Management roles and responsibilities, collective rather than individual decisions, future orientation rather than past or present, and proactively rather than reactively.

More specifically, the Board will:

1. Operate consistently with its trusteeship obligation to the CASW partner organizations, affiliate individual members and the greater community to whom the Board is accountable.
2. Cultivate a sense of group responsibility. The Board will be responsible for excellence in governing, be an initiator of policy, and use the expertise and strengths of individual members to enhance rather than substitute for, the ability of the Board as a whole to express its values.
3. Enforce upon it whatever standards are needed to govern with excellence. Standards will apply to matters such as attendance, preparation for meetings, policy-making principles, respect for roles, and ensuring the continuity of governance capability. Continual Board development will include orientation of new members to the Board's governance process and periodic Board discussions of process improvement.
4. Allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
5. Provide inspiration, direction and control to the association through the careful establishment of broad written policies reflecting CASW's values and perspectives, rather than on micro-management.
6. Commit to accommodating the views of each member in working towards consensus.
7. Monitor and discuss the Board's process and performance regularly. Monitoring will include comparison of Board activity and standards to policies in the *Governance Process* and *Board –Executive Relationship* categories.
8. Abide by its corporate Bylaws, as amended from time to time, and as set out herein at Schedule "B".

POLICY TYPE: GOVERNANCE PROCESS

GP #2b

POLICY TITLE: BOARD JOB DESCRIPTION

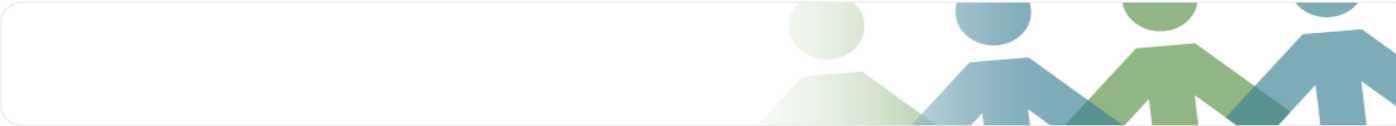
Date Approved by Board: June 2016

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### ROLES AND RESPONSIBILITIES OF CASW BOARD

**In addition to the responsibilities stated in the by-laws, Board members have the following major roles:**

1. To collaborate with provincial/territorial organizations to identify local issues that are appropriate for consideration by the CASW Board.
2. To identify national issues that require attention by the CASW Board.
3. To provide direction in response to controversial issues.
4. To develop policies and procedures related to the CASW organization.
5. To establish and foster relationships with the Partner Organizations and to act as liaison between the CASW Board and their Partner Organization.
6. To facilitate the Partner Organizations' understanding of CASW role and activities.
7. Meet with provincial/territorial organizations President/Executive Director/Board to identify provincial/territorial issues they wish to forward for consideration by the CASW Board.
8. Communicate with Board members on CASW matters.
9. Communicate with Partner Organizations regarding CASW issues and work.
10. Circulate provincial/territorial reports to CASW Board members, in preparation for the CASW Board meetings.
11. Prepare reports on CASW activities for their Partner Organizations.
12. Review reports, books, articles, project proposals and correspondence as required.
13. Promote CASW within the province/territory.
14. Respond to requests to represent CASW at local meetings and conferences.

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15. Chair/coordinate and/or act as liaison to CASW working groups/committees/projects.
  16. May act as Board Liaison to Interest Groups. (see section 11: CASW Board Liaison)
  17. Identify societal/professional issues for consideration at CASW Board meetings.
  18. Attend a minimum of three Board meetings each year to:
    - a) Establish and approve financial policies, approve annual budget and make decisions on other financial matters related to the association
    - b) establish policies for the organization;
    - c) enact by-laws;
    - d) discuss issues and develop plans to address these;
    - e) monitor and modify project work;
    - f) establish vision and strategic plan; and
    - g) Provide orientation to new Board members.



POLICY TYPE: GOVERNANCE PROCESS

GP #2c

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

Date Approved by Board: June 2016

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### **CASW BOARD MEMBER CODE OF CONDUCT**

1. Members of the Board of Directors will act in the best interest of the Association and manage its affairs with diligence and prudence.
2. Decisions of Board members will promote the Association's purposes and well being rather than any private interest.
3. Board members will faithfully attend scheduled Board meetings. Necessary absences will be reported with as much advance notice as possible.
4. Board members will be respectful of each other and CASW staff during Board meetings and in their Board related functions. This will be demonstrated by respecting individual and professional diversity, respecting an individual's right to unique beliefs, and respecting the value of following the Code of Conduct for Meetings.
5. Board members will follow Association Bylaws, set out in Schedule "B" hereto, and governing documents in their decision-making.
6. Board members will oversee the proper use of Association funds for Association related purposes and will ensure that proper investment policies are in place.
7. Board members will act prudently in reviewing the Association's budget and insuring that there are adequate fiscal controls.
8. Board members avoid conflicts of interest and will not personally benefit in any monetary or material way from transactions with, for, or on behalf of the Association.
9. Any potential conflicts of interest should be disclosed in order to be avoided.
10. Participation in a Board vote should not occur if there is a potential conflict of interest.
11. Board members will promote the good name and interests of the Association outside the association and seek to have others hold it in high esteem.
12. Board members will maintain the Association's confidential and privileged information as private matters. Confidential information discussed at the Board would not be shared beyond the CASW Partners.
13. The Board may adopt revisions or additions to the code as deemed necessary to promote the best interest of CASW and proper functioning of the Board. A failure to uphold the Code of Conduct may result in a vote by the Board to remove a Board member. The Board member alleged to have violated the Code may not participate in the vote but may speak to the issues raised. The Board may adopt additional procedures governing removal of a Board member.

POLICY TYPE: GOVERNANCE PROCESS

GP#2d

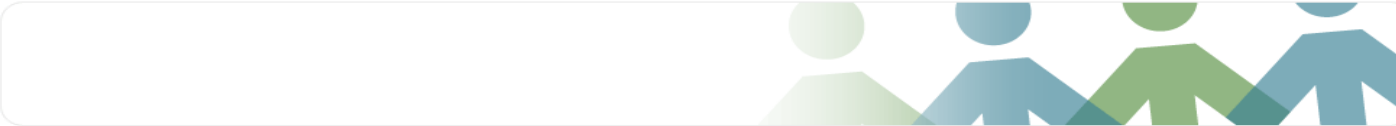
POLICY TITLE: PRESIDENT'S ROLE

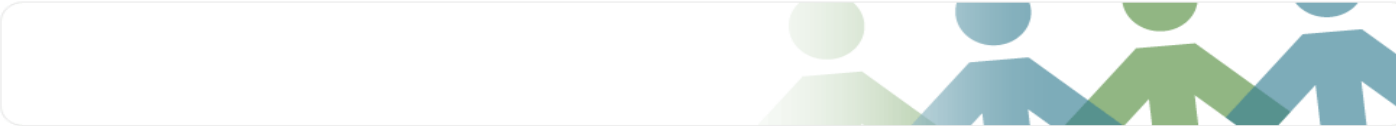
Date Approved by Board: June 2016

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The President assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties. The President is the only Board member authorized to speak for the Board (beyond simply reporting decisions), other than in rare and specifically authorized instances. Please see the *CASW Roles, Responsibilities and CODE OF CONDUCT for CASW Board adopted* February 2010 (endorsed June 2016) for the President's role specific to chairing meetings.

1. The role of the President is to ensure that the Board's actions are consistent with its own rules and those legitimately imposed upon it from outside the organization.
  - a) Meeting discussion content will only be those issues that fall within the Board's jurisdictions, not the Executive Director's.
  - b) Deliberation will be fair, open, respectful and thorough, as well as timely, orderly, and to the point.
2. The authority of the President consists of communicating decisions that fall within the topics covered by Board policies on *Governance Process* and *Board-Staff Relationship*, except where the Board specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of the provisions in these policies within the Society's vision, values and ends.
3. The President is empowered to chair Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing) and to delegate such power to another Board member as Acting Chair in her/his absence. Notwithstanding this vested authority, it is agreed that the Board may appoint the Vice-President to act as Chair to facilitate a particular meeting.
4. The President has no authority to make decisions about policies created by the Board within *Ends* and *Executive Limitations* policy areas. Therefore, the President has no authority to supervise or direct the Executive Director except as specifically authorized by the Board.

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5. The President may represent the Board to outside parties in announcing Board-stated positions and in stating the Presidents decisions and interpretations within the area delegated to him or her. The President will act as spokesperson for CASW in public forums and any official correspondence from CASW. Along these lines, the President will represent the North American region of IFSW as Member at Large and as Vice President – North America (on a rotational basis). The President will also maintain regular communication with the President of NASW, and will meet with the Presidents and/or Officials of CASWE and other similar national organizations.
  6. The President may delegate this authority, but remains accountable for its use. It is agreed that in the President’s absence, a Vice-Chair shall assume all the authority of the President if she/he has not specifically delegated it to another Board member.
  7. The President will assess the needs of the Board and facilitate the work of the Board by providing the forum and format for adequate discussion of issues, decision making and planning. The President will also support CASW Board members in their responsibilities.
  8. The President will work to establish and foster relationship with national organizations in order to help further the aims of CASW and its partner organizations.
  9. The President will work to establish and foster relationships with the Presidents of the CASW Partner Organizations and will assist in supporting the collaborative work that occurs between the CASW Board and the Partner Organizations. In this regard, the President will:
    - a) Assist in developing an agenda for all meetings with the Presidents;
    - b) Co-chair all meetings with the Presidents;
    - c) Maintain regular correspondence with the Presidents of the CASW Partner Organizations via teleconference and email; and
    - d) Meet with the Presidents of the CASW Partner Organizations at least once a year to discuss and explain CASW activities and initiatives and CASW’s position with respect to any issue and shall communicate to the CASW Board of Directors any feedback received from the Presidents.
  10. The President will assist in identifying issues which affect CASW, and initiatives that may further the aims of CASW, and present such issues and initiatives to the Board for its consideration.

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11. The President shall provide consultation to the Executive Director when necessary to assist the Executive Director in his/her operation of CASW. More specifically, the President shall provide consultation to the Executive Director when:
    - a) A request has been made for CASW to become involved in a coalition or outside committee;
    - b) A request has been of CASW to provide financial contributions to an initiative;
    - c) A complaint has been raised from a social worker;
    - d) To help identify work assignments for Board members between Board meetings;
    - e) When non-routine office matters require attention; and
    - f) When planning is required for upcoming meetings / projects / initiatives.
  
  12. The President shall provide consultation to the Executive Committee as follows:
    - a) To assist in preparing the agenda for the Executive Committee;
    - b) To chair the Executive Committee Meeting;
    - c) To monitor progress of projects and tasks undertaken, and assigned to, members of the Executive Committee;
    - d) To communicate with Executive Committee members regarding any inquiries, concerns, correspondence or information issues or items that arise between Board meetings;
    - e) To review and revise the minutes of all Executive Committee Meetings prior to same being circulated. All Executive Committee Meeting notes are to be circulated to the Board in a timely manner.
  
  13. With respect to meetings of the Board of Directors, the President shall:
    - a) Assist in preparing the agenda;
    - b) Chair each meeting;
    - c) Modify the process of such meetings upon receiving feedback from directors;
    - d) Review and revise minutes of meetings, as appropriate;
    - e) Monitor the projects and tasks of Board members; and
    - f) Complete correspondence in follow-up to meetings.
  
  14. The President shall prepare correspondence notifying the Partner Organizations of all CASW activities and initiatives.
  
  15. The President will prepare reports to be presented at Board of Directors' meetings, when necessary and will participate in project meetings and committee meetings when requested and as required.
  
  16. The President will review all email correspondence of the Executive Director and of the Board Members.
  
  17. When time permits, the President will give presentations to the Board and the Partner Organizations regarding issues facing CASW, or social workers at large, or on activities and initiatives of CASW.

POLICY TYPE: GOVERNANCE PROCESS

GP #2e

POLICY TITLE: BOARD COMMITTEE PRINCIPLES

Date Approved by Board: June 2016

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Board committees, when used, will be assigned to help the Board do its job, to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to Executive Director.

1. Board committees are to help the Board do its job, not to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.
2. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Executive Director.
3. Board committees cannot exercise authority over staff. The Executive Director works for the full Board, and will therefore not be required to obtain approval of a Board committee before an executive action.
4. Committees will be used sparingly and ordinarily in an ad hoc capacity.
5. This policy applies to any group that is formed by Board action whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the Executive Director.

POLICY TITLE: BOARD COMMITTEE STRUCTURE

Date Approved by Board: June 2016

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A committee is a Board committee only if its existence and charge come from the Board, regardless whether Board members sit on the committee. The only Board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete. Timely reporting to the Board shall be by submission of a written report, following each meeting, with appropriate verbal comment by the Committee chair.

**1. Executive Committee:**

The Executive Committee shall be comprised of the Officers of the Corporation and if deemed necessary by the Board, any other Director appointed by the Board. The Executive Director is an ex-officio member of the Executive.

- a) The Executive Committee is responsible for the governance of the Corporation between Board meetings, such responsibility to be exercised with prudent judgment about the general intentions of the Board. The Executive Committee shall assume such responsibilities as the Board may assign to it.
- b) Subject to the general direction of the Board, the Executive Committee shall oversee the financial affairs of the Corporation, including the employment, remuneration and performance appraisal of the Executive Director, and the approval of arrangements for the carrying out of special assignments designed to further the objects of the Corporation.
- c) The minutes of the Executive are to be received and reviewed by the Board at the next meeting.
- d) The Executive Committee's work is limited to matters that cannot be addressed by the Board in a timely manner. It is not the Executive Committee's role to direct the Board.



## 2. Nominating Committee

The nominating committee will be struck at the first regular Board meeting following an AGM and will be made up of at least three Directors of CASW and may include an additional two representatives of Partner organizations providing they represent different Partners Organizations than the appointed Directors of CASW.

- a) The nominating committee's responsibility is to ensure that there are appropriate nominations from Partner Organizations for the election of the President. More than one nomination can be accepted by the Committee. The Nominating Committee will adhere to the requirements of the By-Laws.
- b) Other Officers of CASW will be nominated from the Directors of CASW. Board members of the nominating committee will nominate at least one Director for the positions of Vice-President and Treasurer. Other verbal nominations will be accepted prior to the election from the Directors of CASW.
- c) This is a standing committee of the Board.

## 3. Ad-hoc Committee(s)

- a) Ad-hoc Committees will be selected by the Board to complete tasks as specifically assigned by the Board that do not fall under the normal functions of any other committee.
- b) A budget may be assigned to an Ad-hoc committee on a temporary basis in order to help the committee achieve its goals.
- c) An ad-hoc committee is not a standing committee of the Board.

POLICY TYPE: GOVERNANCE PROCESS

GP #2g

POLICY TITLE: ANNUAL PLANNING

Date Approved by Board: June 2016

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The Board will follow an annual agenda which (a) completes a re-exploration of *Ends* policies, and (b) continually improves its performance through Board education and enriched input and deliberation.

1. The cycle will conclude each year in June in order that the administration budgeting can be based on accomplishing a one-year segment of the most recent Board long-range vision in the fiscal year beginning April 1.
  - a) The Board establishes objectives for the ensuing year within each of its responsibility areas at an annual planning session.
  - b) In the first one or two months of the new cycle, the Board will develop its agenda for the ensuing one-year period.
  - c) The cycle concludes with an annual update of all *Ends* policies with consideration of performance indicators (through Performance Quality Improvement reports). This will also include an update of the Organization Strategic Plan.
2. Education, input and deliberation will receive paramount attention in structuring the series of meetings and other Board activities during the year.
  - a) To the extent feasible, the Board will identify those areas of education and input needed to increase the level of understanding, wisdom and forethought it can give to subsequent choices.
  - b) The Board will identify resources that will assist them to acquire the necessary education and input.

The typical Board planning year sequence may be follows:

### Governance and Management Annual Planning Cycle

<p><b>June</b></p> <ul style="list-style-type: none"> <li>• Approval of CASW Audited Statements and Annual Report</li> <li>• Election of Officers</li> <li>• Appointment of signing officers.</li> <li>• Appointment of Auditors</li> <li>• Election of CASW President (every two Years)</li> <li>• Board Evaluations</li> <li>• Annual General Meeting</li> <li>• Board Orientation</li> <li>• Governance Review</li> </ul>	<p><b>July</b></p> <ul style="list-style-type: none"> <li>• Strategic Plan Updated with reviewed 'Ends.'</li> </ul>	<p><b>August</b></p> <ul style="list-style-type: none"> <li>• Strategic Plan Implemented</li> </ul>
<p><b>September</b></p>	<p><b>October</b> (Regular Board Meeting)</p> <ul style="list-style-type: none"> <li>• Annual Long-range planning.</li> <li>• 'Ends' Policy review</li> <li>• Comprehensive ED Progress Report</li> </ul>	<p><b>November</b></p>
<p><b>December</b></p>	<p><b>January</b></p> <ul style="list-style-type: none"> <li>• Drafting CASW Budget</li> </ul>	<p><b>February</b></p> <ul style="list-style-type: none"> <li>• Drafting CASW Budget</li> <li>• Evaluation of Executive Director</li> <li>• Budget Progress Report to CASW Board</li> </ul>
<p><b>March</b> (Teleconference Board Meeting)</p> <ul style="list-style-type: none"> <li>• Approval of Final Budget</li> <li>• Comprehensive ED Progress Report</li> </ul>	<p><b>April</b></p> <ul style="list-style-type: none"> <li>• Preparation for Board Evaluation</li> <li>• Preparation for 'Ends' Policy Review</li> <li>• Circulate notice of AGM</li> </ul>	<p><b>May</b></p> <ul style="list-style-type: none"> <li>• AGM Planning</li> <li>• Board Recruitment</li> </ul>

\*\*\* Each month the CASW Executive Director is to provide the CASW Board with a Monthly Operational Board Report and Monthly Accounting Summary.

POLICY TYPE: GOVERNANCE PROCESS

GP #2h

POLICY TITLE: GOVERNANCE INVESTMENT

Date Approved by Board: June 2016

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The Board will invest in its governance capacity:

1. Board skills, methods, and supports will be sufficient to ensure governing with excellence.
  - a) Training and retraining will be used liberally to orient new Board members and candidates for Board membership, as well as to maintain and increase existing Board member skills and understandings.
  - b) Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes but is not limited to financial review.
  - c) Outreach mechanisms will be used as needed to ensure the Board's ability to listen to Member viewpoints and values.
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
3. The Board will establish its cost of governance budget for the next fiscal year during the month of March

CASW ACTS  
Canadian Association of Social Workers Association canadienne des travailleuses et travailleurs sociaux

POLICY TYPE: GOVERNANCE PROCESS

GP #3

POLICY TITLE: CONFLICT OF INTEREST

Date Approved by Board: June 2016

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For the purposes of this policy, conflict of interest is defined as having any interest, financial or otherwise, direct or indirect, or engaging in any business or transaction or professional activity or incurring any obligation of any nature, which is in substantial conflict with the proper conduct of the Board member or employee, her/his duties and responsibilities.

The purpose of this policy is to enhance member's confidence in the integrity of CASW Board and employees. Every Board member and employee shall adhere to the following principles:

1. Board members and employees have the duty to act honestly, in good faith, and in the best interest of the Association.
2. Board members and employees are required to declare a potential conflict of interest at the time an issue is first discussed and are to refrain from both discussion and decision making.
3. Board members and employees shall perform their official duties and arrange their private affairs in such manner that will prevent real, potential or perceived conflicts of interest from arising. If such conflict does arise between the private interest of the Directors or staff and their official duties and responsibilities, the conflict shall be resolved in favour of the perceived best interest of the Association.
4. Board members and employees shall not knowingly take advantage of, or benefit from, information obtained in the course of their official duties and responsibilities, which is not generally available publicly.
5. Board members and employees shall not, after they leave their position, act in such manner as to take improper advantage of their previous office.
6. Board members and employees shall not solicit or accept transfers of economic benefit, other than incidental gifts, customary hospitality or other benefits of nominal value.

In addition to adhere to the above principles, employee responsibilities include:

1. Any information gained during working hours must not be divulged to or discussed unless authorized to do so.
2. Information about the Association, its affairs or positions may only be released with the consent of the Executive Director. Employees who release information without appropriate authorization are in breach of the Association policy and may be subject to disciplinary action.



Hiring of Family Members Prohibited:

The Executive Director shall recruit and select personnel to work or volunteer for CASW. Family members, immediate or extended, of the Staff or the Board are expressly prohibited from being hired for full or part-time work. The hiring under contract of full or part-time immediate family members is not permitted. These include grandmother, grandfather, mother and father, son, daughter, brother, and sister.

Conflict of Interest in Contracting-Out:

The Executive Director and all members of the Executive Committee and Board of Directors are under an obligation to disclose any conflict of interest with respect to any work or service which is to be contracted-out by CASW. This means agreeing to subordinate all personal interests to those of CASW while involved in the activities of CASW. Should a conflict of interest not be declared and later be challenged and upheld, such individual's contract with CASW may be discontinued.





POLICY TYPE: BOARD- MANAGEMENT DELEGATION

BMD#1

POLICY TITLE: GLOBAL BOARD-MANAGEMENT DELEGATION

Date Approved by Board: June 2016

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



POLICY TYPE: BOARD-MANAGEMENT DELEGATION

BMD#2a

POLICY TITLE: UNITY OF CONTROL

Date Approved by Board: June 2016

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Only officially passed motions of the Board are binding on the Executive Director.

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





POLICY TYPE: BOARD-MANAGEMENT DELEGATION

BMD#2b

POLICY TITLE: ACCOUNTABILITY OF THE EXECUTIVE DIRECTOR

Date Approved by Board: June 2016

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The Executive Director is the Board's only link to operational achievements and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Executive Director. The Executive Director is the Chief Executive Officer of CASW. As such, the person in this position shall report to the Board of Directors on a regular basis through consultation with the President, and will attend meetings of the Board of Directors when the Board is in session.

1. The Board will never give instructions to persons who report directly or indirectly to the Executive Director.
2. The Board will not evaluate, either formally or informally, any staff other than the Executive Director.
3. The Board will view Executive Director's performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends and avoidance of Board-proscribed means will be viewed as successful Executive Director performance.



CASW

Canadian Association of  
Social Workers

ACTS

Association canadienne  
des travailleuses et travailleurs sociaux

POLICY TYPE: BOARD-MANAGEMENT DELEGATION

BMD#2c

POLICY TITLE: DELEGATION TO THE EXECUTIVE DIRECTOR

Date Approved by Board: June 2016

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

1. The Board will direct the Executive Director to achieve specified results, for specified Partners or individual members at a specified worth through the establishment of goals, outcomes or *Ends* policies in keeping with CASW's vision, values and mission. The Board will limit the latitude that the Executive Director may exercise in practices, methods, conduct and other "*means*" to the *Ends* through establishment of *Executive Limitations* policies.
2. The Board will develop policies that limit the latitude that the Executive Director may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Board even if they were to be effective. Policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The Board will never prescribe organizational means delegated to the Executive Director.
3. As long as the Executive Director uses *any reasonable interpretation* of the Board's Ends and Executive Limitations policies, the Executive Director is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the Executive Director shall have full force and authority as if decided by the Board.
4. Only decisions of the Board acting as a whole are binding on the Executive Director.
5. Decisions or instructions of individual Board members, officers, or committees are not binding on the Executive Director except in instances where the Board has specifically authorized such exercise of authority.
6. In the case of Board members or committees requesting information or assistance without Board authorization, the Executive Director can refuse such requests that require, in her/his judgment, a material amount of staff time or funds or is disruptive.
7. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Executive Director domains. By so doing, the Board changes the latitude of choice given to the Executive Director. As long as any particular delegation (policy) is in place, the Board and its members will respect and support the Executive Director's choices.

POLICY TYPE: BOARD-MANAGEMENT DELEGATION

BMD #2d

POLICY TITLE: MONITORING EXECUTIVE PERFORMANCE

Date Approved by Board: June 2016

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

1. Monitoring is simply to determine the degree to which Board policies are being met. Information that does not do this will not be considered to be monitoring data.
2. The Board will acquire monitoring information by one or more of three methods:
  - a) By INTERNAL REPORT: in which the Executive Director discloses interpretations and compliance information to the Board;
  - b) By EXTERNAL REPORT: in which an external, disinterested 3rd party selected by the Board assesses compliance with the Executive Director's interpretation of Board policies; and
  - c) By DIRECT BOARD INSPECTION: in which a designated Board member or members of the Board assess compliance with the Executive Director's interpretation of the appropriate policy criteria.

In every case, the Board will judge (a) the reasonableness of the Executive Director's interpretation, and (b) whether data demonstrate accomplishment of the interpretation.

3. The standard for compliance shall be *any reasonable Executive Director interpretation* of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favored by Board members or by the Board as a whole.
4. All policies that instruct the Executive Director will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule, as follows:

## POLICY TITLE: EXECUTIVE DIRECTOR JOB DESCRIPTION

Date Approved by Board: June 2016

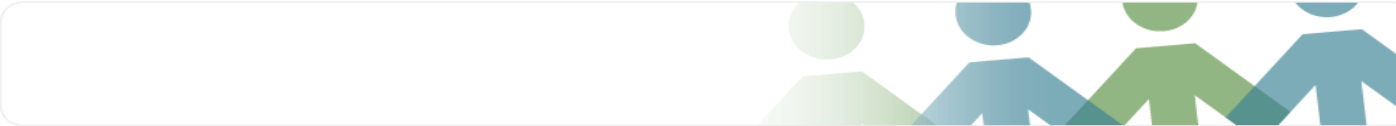
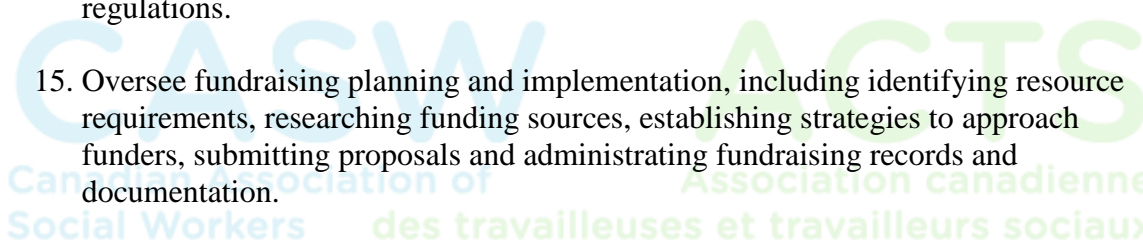
The Executive Director (ED) is the senior management position for the CASW. The position requires both excellent operational management skills and extensive knowledge of the profession and of its broad fields of practice. The role is that of spokesperson for the profession in Canada and therefore such individual is responsible for ensuring that all public communications are delivered in both English and French. The ED is expected to articulate the complex role of social work to the public, to the media, to government, and to other professions. The ED supervises a small staff and is responsible to the Board of CASW. Further the ED may be called upon to act as a delegate to the Executive meetings and to the bi-annual meeting and world conference of the International Federation of Social Work.

The ED must possess an M.S.W. or equivalency (as determined by the CASW Board of Directors) from a recognized and accredited institution.

#### Roles and Responsibilities

Generally, the Executive Director is expected to do the following:

1. Direct and execute all activities of the association either directly or through delegated authority;
2. Represent social workers, the profession and the interests of the members of CASW at the national and international level;
3. Provide leadership in the creation of strategic, tactical and financial planning; developing goals and measuring performance to the approved goals, organizational development; liaison to the public, government, affiliated association and other stakeholders; development of membership services; and the development of the association staff;
4. Work closely with the Board of Directors and its committees and working and interest groups to assist in the continued operation of CASW;
5. Advise the Board ensuring that the members have up-to-date and sufficient information to make good policy decisions;
6. Propose agendas for the Board reflecting issues, opportunities and priorities.
7. Support and assist the Board in the annual evaluation of the ED.

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8. Advocate and promote organizational and stakeholder change related to the mission ensuring that the mission, programs, products and services are consistently presented in a strong, positive way.
  9. Engage in a collaborative manner with the Partner Organizations to develop constructive relationships to address the issues of the profession. Further to promote collaboration amongst members to this end. Activities will include overseeing the design, marketing, promotion, delivery and quality of products and services.
  10. Develop collaborative and supportive relationships with the Council of Social Work Registrars, the Canadian Association of Social Work Educators and any other national associations/sectors representing professional social work agendas to support unified activities, agendas and services wherever possible.
  11. The Executive Director will engage in a collaborative manner with the IFSW to address issues of the profession globally.
  12. Effectively manage the human resources of the association according to authorized personnel policies and procedures that fully conform to current laws and regulations. Hire, reward, discipline, terminate and set the remuneration of all employees except for the ED in accordance with policy and/or approved budgets.
  13. Support and advise the committees of the Board.
  14. Recommend a yearly budget for Board approval and prudently manage the organization's resources within the budget guidelines according to current laws and regulations.
  15. Oversee fundraising planning and implementation, including identifying resource requirements, researching funding sources, establishing strategies to approach funders, submitting proposals and administrating fundraising records and documentation.
  16. Implement plans aimed at achieving the strategic objectives of CASW;
  17. Implement and assist in the maintenance of effective financial and administrative systems;
  18. Manage, oversee and supervise CASW personnel;
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POLICY TYPE: MEMBERSHIP

MP#1

POLICY TITLE: PARTNERSHIPS

Date Approved by Board: June 2016

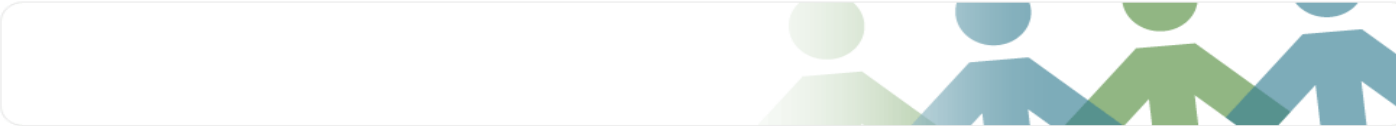
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**Partner Organizations:**

1. Partner Organizational Membership shall be available only to a provincial or territorial professional social worker organization, association, or corporation in good standing whose aims, purposes and policies are similar to those of the Corporation and who have applied and have been accepted for Organizational Membership in the Corporation.
2. The Partnership Organization has filled out, completed and executed a membership agreement and has supplied the Corporation with copies of its individual membership list, Charter, Constitution, Bylaws or other authority under which the applicant organization is established, together with such other information as may be required by the Board.
3. The term of membership of Partnership Organization shall be for a period of three (3) years, subject to renewal in accordance with the policies of the Corporation.
4. There shall be a maximum of One (1) Partner Organization for each Province and Territory of Canada.
5. Each Partner Organization is entitled to receive notice of, attend and vote at all meetings of members and each such Partnership Organization shall be entitled to one (1) vote at such meetings.
6. Each Partner Organization will appoint or elect a representative from the Partner Organization for a two year term to the Board of CASW at alternate AGM meetings.

**CASW Obligations to the Partner Organizations:**

1. CASW shall pay for travel and accommodation expenses of Board Members to attend Board and other authorized meetings.
2. CASW, in consultation with the Partners, will develop the ends and limitations for the CASW and review them annually with the Partners.
3. CASW will sponsor and act as liaison for national insurance programs available to individual members of Partner organizations.

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4. CASW will provide a voice of Canadian Social Work to the International Federation of Social Workers representing the diversity of Canada to the best of its ability given its capacity and make-up.
  5. CASW will promote cooperation between itself and the Canadian Council of Social Work Regulators, the Canadian Association for Social Work Education and any other sector of the social work profession established in Canada.

### **Obligations of Partner Organizations**

1. The Partner Organization undertakes and agrees to pay to the Corporation the annual membership fees in accordance with the agreed upon fee formula. It is understood that CASW, and its Partners, may mutually agree to amend the fee formula at any time during the term of this Partnership Agreement.
2. The Partner Organization agrees to provide to the Corporation an electronic list of its individual members as per CASW database specifications including contact information at least once a year, on a date as negotiated between the Corporation and the member. New members to the provincial/territorial organizations can be added in accordance with the Formula for CASW Membership Fees as per section iii). The confidentiality and privacy of the membership lists will be respected by the Corporation and used to meet the operational requirements of CASW.
3. The Corporation will provide all members of the Partner Organization the option to opt out of receiving all CASW commercial and non-commercial electronic communications.
4. The Partner Organization agrees to endorse upon its individual membership card or certificate (to be distributed to the Member's individual membership) the words "affiliated with The Canadian Association of Social Workers".
5. The Partner Organization agrees to include, in its Constitution, a requirement that its members adhere to a Code of Ethics.

### **Annual Consultation**

CASW Board/Partner Organization's Presidents Meeting shall occur annually in conjunction with the Annual General Meeting of the Corporation, for the following purposes:

1. To participate in a group consultation concerning the ends and limitations of CASW.
2. To determine changes in membership fees. Any fee change is determined by a consensus of the Board and Partner Organizations at the Annual General Meeting.
3. To discuss issues of mutual interest.

POLICY TYPE: MEMBERSHIP

MP #2

POLICY TITLE: INDIVIDUAL MEMBERSHIPS

Date Approved by Board: June 2016

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**Individual Members:**

1. Individual Membership shall be divided into Two (2) categories as follows:  
Student; and Affiliate.
2. Student Individual Membership shall be available to a student who is currently enrolled in a Social Work program at an accredited educational institute and is currently living in a Province or Territory that is not a Partner in CASW;
3. Affiliate Individual Membership shall be available an individual who is a social worker residing in a Province or Territory that does not currently have a provincial or territorial professional social worker organization, association or corporation whose aims, purposes and policies are similar to those of the Corporation.
4. The term of membership for an Individual Member shall be subject to annual renewal in accordance with the policies of CASW.
5. Each Individual Member must complete and execute a membership agreement.
6. Membership fees will be determined on the basis of a consensus decision of the Board of CASW.
7. Individual Members shall not be entitled to receive notice of, attend or vote at meetings of members.

**Chapter Formation:**

1. Upon the aggregate number of Affiliate Members reaching 300 or more, then such Individual Members may constitute the Affiliate Chapter. It is the responsibility of the Affiliate Members of CASW to undertake the process to constitute an Affiliate Chapter.
2. CASW may discontinue Affiliate Chapter representation to the CASW Board with six months notice should the Affiliate Chapter be no longer sustainable. Sustainability may be compromised by a fall in membership, lack of capacity to carry out consultation within the Chapter or any other cause.
3. There will be only one Affiliate Chapter of CASW.
4. The Affiliate Chapter is established by confirmation of an in-person meeting of the CASW Board.

POLICY TYPE: MEMBERSHIP

MP#3

POLICY TITLE: TERMINATION OF MEMBERSHIPS

Date Approved by Board: June 2016

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A membership in the Corporation is terminated when:

1. The Affiliate individual member voluntarily withdraws from CASW or the Province or Territory in which the member resides becomes a partner organization in CASW, or in the case of a Partner Organization, such member is dissolved or withdraws membership as per Schedule A: Partnership Agreement ;
2. A member fails to maintain any qualifications for membership described in Section 5.1 of the by-laws;
3. The member resigns by delivering a written resignation to the chair of the Board of the Corporation at least sixty (60) calendar days prior to the effective date of such member's resignation, in which case such resignation shall be effective on the date specified in the resignation;
4. The member is expelled in accordance with Section 5.6 of the by-laws or is otherwise terminated in accordance with the Articles or by-laws; the member's term of membership expires; or the Corporation is liquidated or dissolved under the Act.
5. Subject to the Articles, upon any termination of membership, the rights of the member, including any rights in the property of the Corporation, automatically cease to exist.

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POLICY TYPE: EXPENSES

EX #1

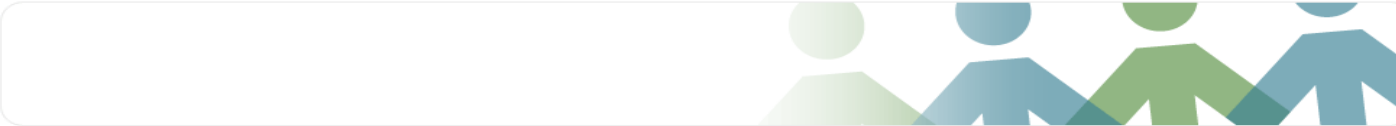
POLICY TITLE: REIMBURSEMENT OF EXPENSES

Date Approved by Board: June 2016

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CASW will only compensate members for the following expenses when such expenses are incurred by a Director participating in a CASW activity or business, or travelling, on behalf of CASW or a CASW event or meeting:

1. Air Transportation: CASW will reimburse Directors for the cost of an economy fare air flight ticket when such Directors are required to travel. CASW will also reimburse a Director for the cost of trip cancellation insurance if requested by the applicable Director. The cost of parking a vehicle at the airport will be reimbursed.
2. Ground Transportation:
  - a) Directors must use airport-to-hotel bus or shuttle service whenever available. Directors are not permitted to hire limousines or other chartered transportation. Directors may only use taxis if no shuttle is available, when travelling to meetings outside the hotel, or in inclement weather. A Director is not permitted to hire a taxi if the CASW business or meeting in question is being held at the hotel in which CASW would have booked the applicable Director and if such Director chose to stay at a different hotel. In the event a taxi is hired, then Directors must share such taxis whenever possible. Receipts will be required for all transportation claims.
  - b) If using their own vehicle, Directors may claim mileage costs and will be in accordance to CASW Travel and Accommodation Allowance.
  - c) If a Director is travelling by rail, the cost of the rail fare and sleeper, if required, cannot exceed the cost of economy airfare plus ground transportation.
3. Accommodation: CASW will negotiate a rate directly with a hotel in the area to which a CASW Director or member is travelling. In the event such Director or member choose to stay at a different hotel from that chosen by CASW, CASW will reimburse the Director or member for the amount which is lower of: a) the cost of the hotel chosen by CASW; and b) the actual cost of the hotel chosen by the Director / member.
4. Meals: Directors/members will be provided with a per diem for the purposes of purchasing food while travelling. In the event that a meal purchased by a Director or member exceeds the per diem rate, such Director and/or member will be obligated to provide CASW with a receipt for such purchase and it will be in CASW's sole discretion whether it will reimburse the Director or member for any cost incurred above the per diem amount. No reimbursement will be made by CASW to a Director or member who chooses to purchase a meal of his/her own choosing if CASW has arranged for a catered or already-paid meal. All decisions relating to the amount of the per diem will be made by the Executive Director in his/her sole discretion.

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5. Incidental: Incidental expenses, such as phone calls or faxes made while a Director or member is travelling on business on behalf of CASW, may be claimed for reimbursement. All such expenses must be noted on the CASW Communication Expense Claim Form.

The above Expense policies apply to out-of-country travel, with the following exceptions:

- All dollar amounts referred to above are in U.S. Dollars.

All expenses must be marked on a Travel Expense Sheet and receipts must be provided for all noted expenses. No reimbursement or compensation of salary will be provided to Directors. All reimbursement of expenses is at the sole discretion of CASW.



POLICY TYPE: EXPENSES

EX #2

POLICY TITLE: SUPPLEMENTARY FUNDING FOR ATTENDANCE OF PRESIDENTS AT JOINT MEETINGS

Date Approved by Board: June 2016

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Each year, the CASW Board and Executive Director shall meet with the Partner Organizations' Presidents and Executive Directors. In the event associations are unable to send their representatives due to the financial constraints, supplementary funding will be available through the CASW Project Fund. Partner Organizations must submit their requests for any such funding by the end of January of each year. The Project Fund has an annual limit of \$6,000.00.

Policy EX#1 shall apply equally to all monetary allowances made by CASW to enable a representative to attend the joint meeting, with the following additions:

- 1) Hotel Allowances: Up to three night's hotel accommodation at the negotiated rate where this has been arranged by CASW.
- 2) Meals: Up to three days meal allowance (at CASW rate)



POLICY TYPE: FUNDS

FS #1

POLICY TITLE: CONTINGENCY FUND

Date Approved by Board: June 2016

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In order to ensure financial stability within CASW, CASW shall maintain and administer a Contingency Fund. The Contingency Fund will be accessed in the event of an unexpected revenue shortfall and in the absence of any other alternative.

The Fund will be administered according to the following guidelines:

- a) The decisions about dispersal of a yearly surplus will be made at the first Board meeting following the receipt by CASW of the audited financial statement.
- b) The Fund will normally receive the excess of revenues over expenses subject to other specific allocations made by the Board.
- c) In principle the Fund should be approximately one-half of the total budgeted expenditures for any given year. The ceiling shall be reviewed by the Treasurer at least every two years. Any recommendation for change of the ceiling amount must be presented to the Board for approval.
- d) Accumulated interest from investment of the Contingency Fund will be returned to the Contingency Fund until it has achieved its ceiling amount. Once the latter is achieved, interest will be returned to the general operating budget of CASW.

The Fund shall be accessed in accordance with the following:

1. The Executive Committee and the Executive Director will assess the situation, explore alternatives and make any recommendations to the Board, which are considered appropriate to the situation.
2. The Executive Director, upon consultation with the CASW Board, will have the authority to transfer up to one month's operating expenses from the Contingency Fund to the operating account in the event of a cash flow problem. A cash flow problem is understood to mean that CASW does not have sufficient money in its operating bank account to pay its monthly expenses.
3. At such a time that the association is dependent on the Contingency Fund for day to day operations for a two month period, the Executive Director and the CASW Board will actively pursue alternate funding sources and explore methods for decreasing expenditures to ensure survival of the organization.

POLICY TYPE: FUNDS

FS #2

POLICY TITLE: PROJECT FUND

Date Approved by Board: June 2016

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CASW shall maintain a Project Fund, which will be used to fund initiatives and projects which meet the criteria of the Strategic Planning process of CASW .The purpose of the Project Fund is to allow CASW to fulfill its mission and objectives through the funding of various projects and initiatives which it may, or may not, be coordinating. The Board of Directors shall decide when allocations of money may be deposited into the Project Fund. The Treasurer shall review this policy annually.



POLICY TYPE: FUNDS

FS #3

POLICY TITLE: FUNDING OF BEV ANTLE LECTURE

Date Approved by Board: June 2016

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The Honorarium provided to the Bev Antle Lecture shall be drawn from the Project Fund and will not exceed One Thousand Dollars (\$1,000.00) per Lecture. Honorarium plus expenses shall not exceed Three Thousand Dollars (\$3,000).

1. All applications for the Honorarium will be made to the Executive Director who will forward to the Executive Committee to make a recommendation to the Board of CASW.
2. The Honorarium will be available to support provincial, territorial or national presentations on ethics (webinars or other forms of presentation).
3. Only one honorarium per year will be granted.
4. The Bev Antle honorarium must be acknowledged at the beginning of the presentation so that the significance of Bev Antle's contribution to the social work profession will not be lost.

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POLICY TYPE: INVESTMENT

IV #1

POLICY TITLE: INVESTMENT POLICY

Date Approved by Board: June 2016

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CASW only invests money in fixed-income investment instruments, such as GICs and Treasury Bills. The purpose of such investment is the preservation and safe-keeping of CASW capital. All investment instruments chosen by CASW will be conservative. The Executive Director shall be responsible for ensuring that CASW capital is invested in accordance with this Policy and adequately maintained.

All Investments shall adhere to the following guidelines:

1. Capital shall be invested or held in chartered banks.
2. Investments shall be guided by safety and liquidity at all times.
3. Judgment shall be used to decide investments vis-à-vis liquidity ranking based on the association's operational needs.
4. Investments will consist of high quality fixed income securities.



POLICY TYPE: SOCIAL WORK CREDENTIALS

SWC#1

POLICY TITLE: Canadian Social Work Credentials for Members

Date Approved by Board: June 2016

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The Canadian Association of Social workers recognizes, within our ranks as members, the representation of all social workers at all levels of training as recognized by their respective provincial and territorial regulatory bodies.



POLICY TYPE: SOCIAL WORK CREDENTIALS

SWC#2

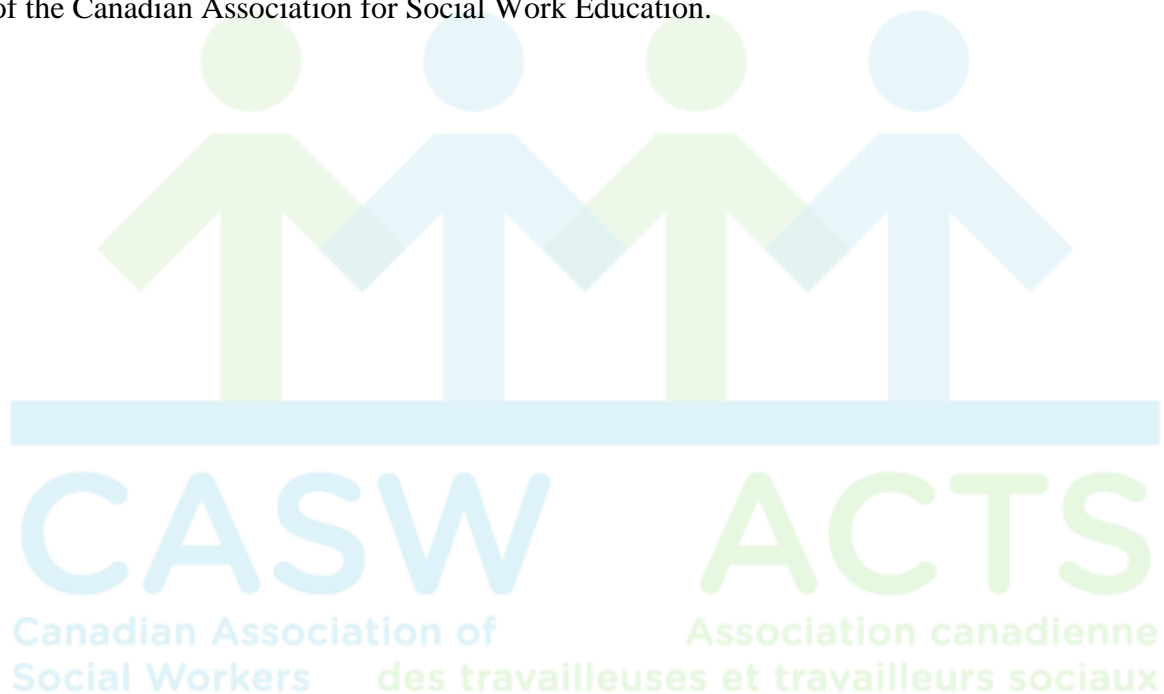
POLICY TITLE: ASSESSMENT OF FOREIGN SOCIAL WORK CREDENTIALS

Date Approved by Board: June 2016

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CASW will carry out assessments of foreign social work credentials in order to address the need of immigrating Social Workers. An appeal process must be in place in the CASW Operations Policy

An Evaluations Manual must be maintained that reflects the current Accreditation Standards of the Canadian Association for Social Work Education.



POLICY TYPE: MEETINGS AND CONFERENCES

MC #1

POLICY TITLE: CASW NATIONAL CONFERENCE

Date Approved by Board: June 2016

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The goals of the National Conference are:

- To be an avenue for social workers to meet/connect/strengthen professional identity;
- To provide opportunities for professional development;
- To expand view of social workers to national/global perspective; and
- To provide visibility to CASW.

**General Guidelines:**

1. CASW National Conference will be held in partnership with one provincial/territorial member or CASWE when a feasible agreement can be reached.
2. The feasibility of a joint National Conference will be determined by the Board of Directors of CASW on a case by case basis in consultations with the Executive Director.
3. Partner Organizations will be invited to co-sponsor joint National Conferences when the Partnership Organization has the interest and capacity.
4. The Conference Planning Committee will consist of members of CASW, CASWE in the case of a joint conference and the CASW Partner Organization in provinces and territories that indicate an interest in participating on the committee or where the Partner Organization is prepared to share the risk and benefits of the joint National Conference.
5. Any profits or losses sharing will be negotiated prior to the joint National Conference.
6. Budget for a national conference must be approved by the Board of CASW.
7. At least two CASW Board members will be participate on the joint National Conference committee.
8. The Theme and date of a joint National Conference will be determined jointly by CASW and any co-sponsors.
9. Negotiations for National conferences are operational in nature and therefore in the purview of the Executive Director.

POLICY TYPE: AWARDS

AW #1

POLICY TITLE: THE GLENN DROVER NATIONAL OUTSTANDING SERVICE AWARD

Date Approved by Board: June 2016

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CASW provides a national leadership role in strengthening and advancing the social work profession in Canada. In 2015 the outstanding service award was renamed the Glenn Drover Outstanding Service Award for Dr. Glenn Drover a past President of CASW (1983-1985). He provided continual support to CASW in the development of its policy positions, with no compensation, for decades. One component of this mandate is the promotion of high standards of professional conduct. There are many individual social workers, who exceed normal expectations and make outstanding contributions to social welfare and to the social work profession in Canada. It is important to recognize these individuals and, to that end, CASW awards an Award for Outstanding Service. In addition to recognizing the recipient's achievements, this award will promote the visibility of social work and social workers; it aims to assist in the improvement of social services, and is intended to provide greater visibility for CASW.

The recipient of this Award must satisfy the following criteria:

1. **To whom:** The award shall be made every two years to an individual social worker who is a member in good standing. The award will not be made to anyone who is a member of the Executive Committee of CASW, either currently or in the preceding three years. CASW staff is excluded.
2. **For what:** The award shall honour outstanding social work practice, at the national level. It includes direct services, service on behalf of the profession, advocacy, social policy, social development, education and research.

### **Nominations**

Nominations will be accepted by the Executive Director from CASW Partner Organizations.

### **Selection**

The Executive Director of CASW will select two members of the Board of CASW to form an advisory committee should there be more than one nomination for this award.

### **Nature of Award**

The recipient will be presented with an item of recognition. The presentation will be done in his/her province/territory, in consultation with the CASW Partner organization. The award may be presented during the national conference; however, CASW will not fund the recipient's travel to the national conference to receive the award.



**Publicity**

CASW shall publicize the Award and its recipient in its publications. The Partner Organization shall be encouraged to include publicity in its publications as well. In addition, a news release shall be provided to the local, provincial and national media.



POLICY TYPE: AWARDS

AW #2

POLICY TITLE: DISTINGUISHED SERVICE AWARD

Date Approved by Board: June 2016

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The CASW National Social Work Month Distinguished Service Award is given yearly by CASW on the occasion of the National Social Work Month, to an individual or group of individuals selected from their membership by each CASW Partner Organization. Some Partner Organizations may choose to submit nominations less frequently. The criteria for nominations will be established by the Partner Organization.

CASW requirements are that the nominee be a member or a group of members in good standing with the provincial/territorial organization.

**Procedure for the Award:**

1. In October of each year, Partner Organizations will be invited to submit the name of its nominee or group of nominees including photograph and biographical sketch
2. Recipients *should be advised* of their award by their Partner Organizations during National Social Work Month.
3. Partner Organizations are encouraged to publicize the presentation of the award within their newsletter and newspapers throughout their province/territory as a means of honouring the individual/group recipient and promoting the profession.

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POLICY TYPE: AWARDS

AW #3a

POLICY TITLE: / CASW SCHOLARSHIP

Date Approved by Board: June 2016

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The CASW liability insurance program, scholarships are made available to members.

CASW allocates all Scholarship funds to each CASW Partner Organization with clear communications on the application process for each and that the program be identified as a CASW member benefit.

The Executive Director will not allow the disbursement of the Scholarship without agreement on a part of Partner Organizations that it is a benefit of CASW.



POLICY TYPE: AWARDS

AW #3b

POLICY TITLE: CASW SPONSORSHIP

Date Approved by Board: June 2016

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Through the CASW liability insurance program, sponsorship funds have been made available to be awarded to members of Partners Organizations as well as to affiliated individual members of CASW to participate in opportunities that promote the profession and/or advance issues of social justice and/or attend a CASW National Conference.

All awarding of the CASW SPONSORSHIP will be approved by the CASW Board on the advice of the Executive Director.

### **Criteria**

- Activity must be consistent with the mission of CASW.
- Recipient is a member in good standing of his/her Partner Organization or with CASW.
- This sponsorship will not be awarded to the same individual more than once.
- The recipient will not presently be or have been a CASW Board Member within the past two years.
- The successful applicant will agree to write a short article that is consistent with the mission of CASW for the CASW Bulletin and/or other CASW publications deemed appropriate on the event/activity attended.
- The CASW Executive Director will determine the number and amount of the sponsorships.
- Only in special circumstances, at the Executive Director's discretion, there will be a sponsorship exceeding \$1,500.00.
- CASW Partner organizations will be aware when sponsorship has been awarded to one of their membership. Applications will be accepted directly from applicants and from Partner organizations.

### **Process for Selection**

- CASW Sponsorship is limited and will be awarded on an ongoing basis.

POLICY TYPE: PUBLICATIONS

PB #1

POLICY TITLE: CANADIAN SOCIAL WORK JOURNAL

Date Approved by Board: June 2016

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*Canadian Social Work*, (CSW) the official journal of the Canadian Association of Social Workers (CASW), is published electronically by the Canadian Association of Social Workers in October of each year. Articles submitted for publication in the Journal will be anonymously peer reviewed by Editorial Board members and other selected reviewers. The viewpoints of authors or advertisers are not necessarily those of CASW or the Editorial Board.

The goals of the journal are:

1. To provide a national forum in which Canadian social workers can share practice knowledge, research and skills, and debate contemporary social work concerns.
2. To stimulate discussion of national and regional social policy issues.
3. To promote exchange between: social workers in different regions and language groups in Canada, CASW and its Members, and Canadian and international social work communities.
4. To share information about social work educational resources -- books, films, videos, conferences and workshops.

Management of the journal is operational and therefore is the responsibility of the Executive Director

POLICY TYPE: COMMUNICATIONS

CM #1

POLICY TITLE: COMMUNICATION PROTOCOL

Date Approved by Board: June 2016

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CASW spokespersons speak on behalf of the Association usually on national and international matters.

1. Media inquiries and other instances when CASW is approached for the Association's opinion or comment, should be responded to by the President, Executive Director or designate.
2. The response will reflect the view of CASW as contained in any of the following: the CASW mission, positions and policies of the Association, background information in CASW files, and responses/briefings that the Association may have prepared on the subject.



POLICY TYPE: COMMUNICATIONS

CM #2

POLICY TITLE: USE OF LOGO

Date Approved by Board: June 2016

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Generally, the CASW logo shall be used:

1. To indicate CASW involvement with specific activities, events, coalitions, publications;
- and
2. To identify document/materials/publications produced by CASW.

The Executive Director shall decide, on a case-by-case basis, as to when the CASW logo will be used.



POLICY TYPE: COMMUNICATIONS

CM #3

POLICY TITLE: LANGUAGE POLICY

Date Approved by Board: June 2016

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In view of the mandate of CASW to strengthen and advance the social work profession in Canada and to represent professional social workers across Canada, CASW hereby recognizes the importance of the integration and participation of its two official language groups (English and French) in the achievement of CASW's objectives.

### **PRINCIPLES**

The CASW policy statements on language are based on and reflective of the following principles:

1. CASW official languages are English and French.
2. CASW fosters the positive co-existence of the two official language groups within the Association allowing interlinguistic exchanges of ideas, programs and achievements within CASW.
3. CASW believes that the good will of all members of the profession is required to ensure the effective application of this policy.
4. CASW recognizes it is responsible to enable members of both language groups to participate in the affairs of CASW and to obtain services from the Association in the language of their choice. CASW furthers its capacity to participate in international social work affairs in both official languages.

POLICY TYPE: COMMUNICATIONS

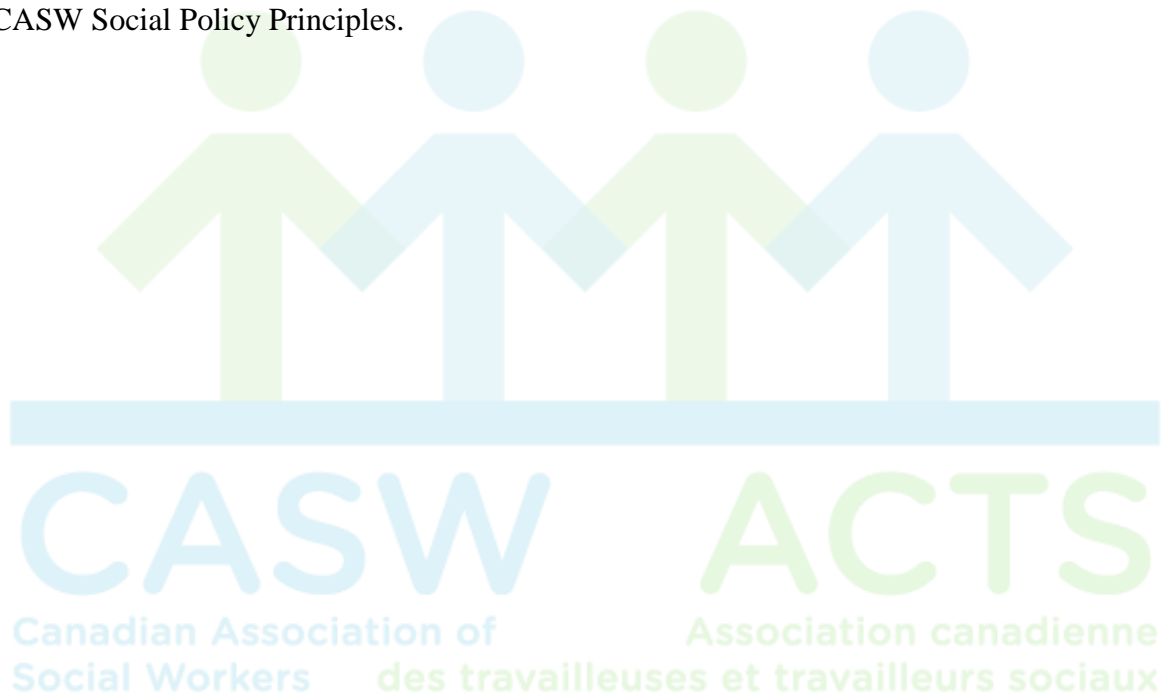
CM #4

POLICY TITLE: CASW ENDORSEMENT OF THIRD PARTY DOCUMENTS

Date Approved by Board: June 2016

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A CASW endorsement of a document (documents include policies, standards, guidelines, and any other document issuance by a third party) indicates that CASW agrees with, and supports, the content of such document. Such endorsement will be granted on a case by case basis, at the discretion of the Board based on the advice of the Executive Director, and subject to the content of the document complying with the philosophy and ethical duties/obligations and responsibilities outlined in the CASW Code of Ethics, and with the CASW Social Policy Principles.



POLICY TYPE: INTEREST GROUPS

IG #1

POLICY TITLE: GENERAL POLICY

Date Approved by Board: June 2016

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From time to time, CASW Board will establish Interest Groups in consultation with the Executive Director

### **Purpose and Scope**

- To lead projects of strategic importance.
- To identify issues and to advise CASW on matters pertaining to the expertise of the interest group regarding policy, practice, education, research and the CASW strategic directions/plan.

### **Goals**

- To assist in meeting the goals of the CASW strategic directions.
- To establish an action plan specific to the expertise of the Interest group.
- To advise the CASW Board on issues and action,

### **Responsibilities/Relationships**

- To ensure that work of the Group is in compliance with the CASW Social Policy Principles and the Code of Ethic 2005.
- To develop, implement and evaluate a yearly action plan to be presented to the CASW Board at its Fall meeting, and to identify objectives from such plan and financial implications.
- To attend and participate in at least three teleconferences a year.
- To connect with their local association
- To actively engage in the local association and with colleagues as required.
- To provide regular minutes and a written annual report.

### **Selection Process**

Upon request from CASW, the Partner Organizations will submit a representation for ratification and appointment by the CASW Board.

### **Membership**

- One member in good standing with the local CASW Partner Organization, representing each organization;
- A CASW Board Liaison;
- The CASW President (ex-officio)
- The CASW Executive Director (ex-officio) or designate;
- Other members as seen appropriate by the Group and CASW.



**Term**

Any individual member of an Interest Group can only serve a maximum of six years inclusive of any term(s) as Chair.

**Discontinuing Terms of the Group Members**

The lack of compliance of the above responsibilities is a cause for discontinuing an appointment. The Executive Director in consultation with the Board Liaison and the CASW Executive Committee would make the decision, following consultation with the respective group member.



POLICY TYPE: INTEREST GROUPS

IG #1a

POLICY TITLE: BOARD LIAISON MEMBER

Date Approved by Board: June 2016

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All Interest Groups will be accountable to the CASW Board via a Board Liaison member and each such Board Liaison member will be required to complete and submit, to the CASW Board, reports and minutes and a written annual status report. The CASW Board Liaison is appointed by the Board for her/his knowledge and interest in the specific area.

### **Responsibilities**

The Board Liaison responsibilities include:

- Act as liaison between the Interest Group and the CASW Board
- Report to the Board on behalf of the Interest Group
- Provides communication to and from the Board to the Group and vice-versa
- Provides names of contributors to the executive Director for public acknowledgement
- Attends the group meetings/teleconferencing
- Provide consultation and support to the Group chairperson

### **Term**

The term cannot exceed the term of such member on the CASW Board.

POLICY TYPE: INTEREST GROUPS

IG #1b

POLICY TITLE: CHAIRPERSON

Date Approved by Board: June 2016

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### **Selection Process**

The position of Group chairperson is a voluntary position selected from the group members and appointed by the Interest Group members.

### **Term**

Generally, the chairperson is appointed for a two (2) year term. Any individual member of an Interest Group can only serve a maximum of six years inclusive of any term(s) as Chair.

### **Responsibilities**

The chairperson shall:

- Have all the same responsibilities as other group members.
- Consult and communicate with the CASW Board Liaison and the CASW Executive Director as appropriate.
- Provide leadership to ensure that the action plan direction is maintained and reviewed as needed.
- Plan and chair Meetings/Teleconferencing.
- Prepare agendas for circulation.
- In co-operation with the CASW office, ensure that agendas and materials are circulated in a timely and efficient manner.
- Report in writing to the CASW Board annually.

### **Accountability**

The chairperson is accountable to, and reports to, the CASW Executive Director. On a day to day basis the chairperson works in consultation with the CASW Executive Director and the Board Liaison, or their designate.

POLICY TYPE: DOCUMENT RETENTION

DR #1

POLICY TITLE: DOCUMENT RETENTION

Date Approved by Board: June 2016

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The Executive Director is responsible for maintaining all CASW records in accordance to provincial and federal legislation. The filing system, both of hard copies and electronic, for all CASW documents as required by law and good practices for the operation of an organization.



POLICY TYPE: CONTRACTING-OUT OF SERVICES

CS #1

POLICY TITLE: CONTRACTING-OUT POLICY

Date Approved by Board: June 2016

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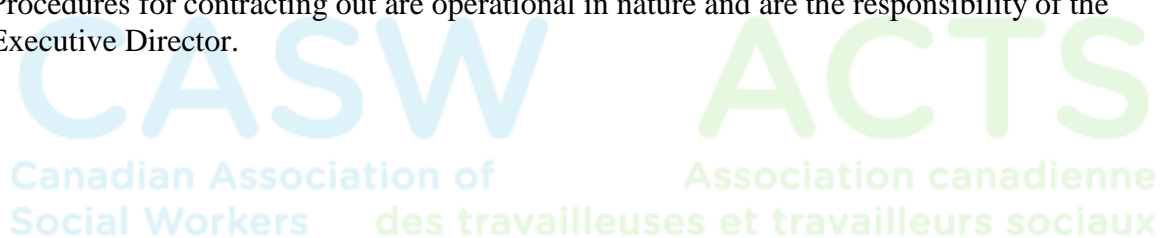
At times, it may be necessary to contract-out services and engage third-party assistance for certain activities or services. The objective in contracting-out would be to provide a mechanism for expanding the resources available to CASW to meet the CASW mission statement and strategic objectives.

Services may be contracted out without tendering when the Board/Executive Committee/Executive Director determines that the awarding of a contract is the most effective and efficient approach to achieving the desired outcomes. On a general basis, a tendering process, in which bids are sought from at least two (2) contractors, will be required when the work required is likely to exceed the cost of Eight Thousand Dollars (\$8,000.00).

The Executive Committee and the Executive Director may award contracts without consulting the Board if the cost of work required will fall within the following limits:

- Executive Committee - amounts up to \$15,000.
- Executive Director - amounts up to \$10,000

Procedures for contracting out are operational in nature and are the responsibility of the Executive Director.





SCHEDULE A

**PARTNERSHIP AGREEMENT**

Between

**THE CANADIAN ASSOCIATION OF SOCIAL WORKERS**

(Hereafter referred to as the "**Corporation**")

- And -

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(Hereafter referred to as the "**Partner**")

**WHEREAS** the provincial/territorial professional organization has elected to become a Partner in the Corporation, and has reviewed the Partnership Agreement and the duly authorized By-Laws and Regulations of the Corporation.

**AND WHEREAS** the parties wish to enter this Partnership Agreement in the mutual belief that it will promote strong, active national and provincial/territorial professional organizations, which will enhance the quality of social work services, provided to all Canadians.

**AND WHEREAS** the parties are committed to promoting the profession of social work in Canada and to advancing social justice.

**AND WHEREAS** the parties agree to support each other, each within its jurisdiction, to advance the interest of the social work profession.

**THEREFORE** the parties hereby agree with each other as follows:

**1.0 PARTNERSHIP**

- 1.1 The Corporation will be governed using a policy governance model. The Board is to be comprised of one Board Member from each Partner organization of the federation, plus the CASW President. The composition of the Executive Committee shall reflect the By-laws of the Corporation.
- 1.2 The Board role is to define the ends and limitations for the Corporation, to appoint the top administrative officers of the Corporation, to evaluate the performance of the Corporation in relation to the defined ends and limitations, and to take appropriate actions based on this evaluation.

- 
- 1.3 Each Board Member has one vote.

## **2.0 MISSION**

- 2.1 CASW promotes the profession of social work in Canada and advances Social Justice.

## **3.0 OBLIGATIONS OF THE CORPORATION**

- 3.1 The Corporation will accept as a Board Member an individual appointed or elected by each respective Partner organization at the Annual General Meeting of the Corporation.
- 3.2 The Corporation shall pay for travel and accommodation expenses of Corporation Board Members to attend authorized Corporation meetings.
- 3.3 The Corporation, in consultation with the Partners, will develop the ends and limitations for the Corporation and review them annually with the Partners. The annual report of the Corporation will report on the progress and achievement of the ends and limitations of the Corporation.
- 3.4 The Corporation shall sponsor and act as liaison for national insurance programs available to individual members of Partner organizations.
- 3.5 The Corporation will provide a voice of Canadian Social Work to the International Federation of Social Workers representing the diversity of Canada to the best of its ability given its capacity and make-up.
- 3.6 The Corporation will promote cooperation between itself and the Canadian Council of Social Work Regulators, the Canadian Association for Social Work Education and any other sector of the social work profession established in Canada.

## **4.0 OBLIGATIONS OF A PARTNER**

- 4.1 The Partner Organization undertakes and agrees to pay to the Corporation the annual fees in accordance with the agreed upon fee formula. It is understood that CASW, and its Partners, may mutually agree to amend the fee formula at any time during the term of this Partnership Agreement.
- 4.2 The Partner Organization agrees to provide to the Corporation an electronic list of its individual members as per CASW database specifications including contact information at least once a year, on a date as negotiated between the Corporation and the partner. New members to the provincial/territorial organizations can be added in accordance with the Formula for CASW annual fees as per Appendix A. The confidentiality and privacy of the membership lists will be respected by the Corporation and used to meet the operational



requirements of CASW and that CASW will not share the membership list beyond the corporation.

- 4.3 The Corporation will provide all members of the Partner Organization the option to opt out of receiving any or all CASW commercial and non-commercial electronic communications.
- 4.4 The Partner Organization agrees to endorse upon its individual membership card or certificate (to be distributed to the Member's individual membership) the words "affiliated with The Canadian Association of Social Workers".
- 4.5 The Partner Organization agrees to include, in its Constitution, a requirement that its members adhere to a social work Code of Ethics.
- 4.6 The Partner Organization agrees to adhere to Appendix A (Fee Formula) and Appendix B (CASW By-laws)

## **5.0 ANNUAL CONSULTATION**

CASW Board/Partner Organization's Presidents Meeting shall occur annually in conjunction with the Annual General Meeting of the Corporation, for the following purposes:

- 5.1 To participate in a group consultation concerning the ends and limitations of CASW.
- 5.2 To give /receive notice of a change in CASW annual fees. Any CASW annual fee change is approved by consensus of the federation at the CASW Annual General Meeting and comes into effect according to the By-laws of CASW (Appendix B).
- 5.3 To discuss issues of mutual interest.
- 5.4 That CASW Partner Organizations receive updates from CASW's affiliation with the International Federation of Social Workers (IFSW).

## **6.0 TERM AND TERMINATION**

- 6.1 The provisions of this Partnership Agreement shall extend from the effective date of signing.
- 6.2 Either party may terminate this agreement with a minimum of six months notice prior to the end of CASW fiscal year.
- 6.3 Notice of termination must be given in writing either by registered mail or courier.



**7.0 REINSTATEMENT OF PARTNERSHIP**

7.1 In the case where partnership has been terminated, the Partner Organization will notify CASW of their intention and their willingness to participate as a Partner and sign the Partnership agreement.

7.2 Notice of reinstatement must be given in writing either by registered or courier.

**8.0 GENERAL**

8.1 Notices:

Any notice required or permitted to be given shall be in writing, and shall be effectively given if sent by facsimile transmission, courier, or email.

Any notice so given shall be deemed to have been given and received immediately if by fax, email, or, in the case of courier, on the second working day following dispatch.

**THE CANADIAN ASSOCIATION OF SOCIAL WORKERS**

Per \_\_\_\_\_

Date \_\_\_\_\_



**THE** \_\_\_\_\_

(Organization name)

Per \_\_\_\_\_

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



**APPENDX A:**

**FORMULA FOR CASW PARTNERSHIP FEES  
(Appendix to Partnership Agreement)**

The formula consists of a per capita levy based on the number of individual members in the province/territory. The formula is as follows:

**PER CAPITA fees for Partner Organizations**

- First 1000 members \$37 per capita
- 1001-2000 members \$36 per capita
- 2000 + members \$15 per capita

**Other details:**

1. CASW annual fees are determined according to the CASW fiscal year April 1 to March 31. The full per capita fee is payable for members registered with their respective organization between April 1 to September 30th. The per capita fees will be 50% pro-rated for those new members who join their respective Partner Organization after October 1st. Pro-rating is applicable to new members in respective Partner Organizations only and not for reinstatements.
2. Partner organizations will not have to remit fees to CASW for any student members nor for members whom are exempted from paying fees to their respective Partner Association.
3. Partner Organizations are to submit membership lists including individual contact information (gender, mailing address, and e-mail address where applicable) upon remittance of their fees. Lists are to be submitted in alphabetical order and as follows:
  - i) New, student and re-instated members
  - ii) Deletions (The CASW will not delete names from membership lists unless advised to do so by the Partner Organization).
  - iii) Changes of address of individual members.

Remittance of fees to CASW should be done on a regular basis and within CASW's fiscal year as they are collected by the Partner Organization. CASW and Partner Organizations will agree to individual payment schedules.

4. A cap on fees is applied ensuring that no individual partner organization pays greater than 20% of all total membership fees paid to CASW in a fiscal year.



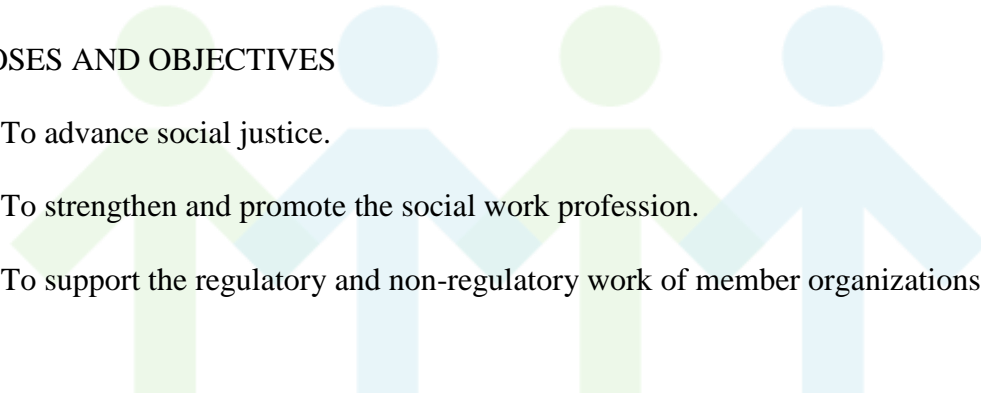
SCHEDULE B

**CANADIAN ASSOCIATION OF SOCIAL WORKERS**

**GENERAL BYLAWS**

**As per Letters Patent**

**PURPOSES AND OBJECTIVES**

- 
1. To advance social justice.
  2. To strengthen and promote the social work profession.
  3. To support the regulatory and non-regulatory work of member organizations.



**CASW**

Canadian Association of  
Social Workers

**ACTS**

Association canadienne  
des travailleuses et travailleurs sociaux



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## 1. DEFINITIONS

"Corporation" is the Canadian Association of Social Workers, an organization incorporated under the Canada Corporations Act.

"Board" is the Board of Directors which governs the operations of the Canadian Association of Social Workers. "Directors" are the people who comprise the Board of Directors of the Canadian Association of Social Workers, such Directors appointed or elected by the Partner Organizations. Additional Director(s) may be selected to represent a Chapter(s) given adequate membership as defined by the Board of Directors and sufficient organizational capacity to support and direct the selected Director.

Voting Membership consists of "Partners" who are the provincial or territorial Organizations that are members of the Canadian Association of Social Workers; there shall be only one designated Partner Organization in each province.

"Individual Membership" is available to individual Social Workers and Social Work students who reside in a Province or Territory whose professional Social Work organization is not a Partner in the Canadian Association of Social Work.

A "Chapter" may be organized of Individual Members given a membership of at least 300 fee paying individual members. Fees for individual membership will be determined by consensus by the Board of the Canadian Association of Social Workers.

A "Quorum" for the transaction of business at meetings of the Board of Directors and the Executive Committee shall be a simple majority of Directors.

A "Quorum" for the transaction of business at Annual meetings of the Corporation shall be a simple majority of the total of Directors and Member Organization representatives present.

"Consensus" decision making meaning "mutual agreement by all Partners" and is required to change the amount of annual membership fees formula.

## 2. SEAL

The Seal, an impression of which is stamped in the margin shall be the Corporate Seal of the Canadian Association of Social Workers. The Seal may be affixed as necessary to all documents by any Officer of the Corporation so authorized by the Board of Directors. The Seal will be kept in the Head Office of the Corporation.

## 3. LANGUAGE

The affairs of the Corporation shall be conducted in Canada's two official languages as per the bilingualism policy of the Corporation.



#### 4. PLACE OF OPERATION

- 4.1 The operations of the Corporation may be carried on throughout Canada and elsewhere.
- 4.2 The Head Office of the Corporation shall be in the City of Ottawa, in the Province of Ontario.

#### 5. MEMBERSHIP

5.1 Subject to the Letters Patent of the Corporation, there shall be three (3) classes of members in the Corporation, namely, Partner Organizations, Individual Affiliate Members and Individual Student Members. The Board may, by resolution, approve the admission of the members of the Corporation. Members may also be admitted in such other manner as may be prescribed by the Board by resolution. The following conditions of membership shall apply:

1. Partner Organizations:
  - a. Partner Organizations shall be organizations of professional social workers, in the provinces and territories of Canada, whether incorporated or not, whose aims, purposes and policies are in harmony with those of the Corporation and to whom membership has been duly granted under these Bylaws and who are in good standing.
  - b. To apply for membership in the Corporation, an organization must complete the application for membership, as provided by the Corporation, and shall provide the Corporation with a copy of the Charter, Constitution, Bylaws or other authority under which the applicant organization is established, together with such other information as may be required by the Board.
  - c. There shall be only one (1) Partner Organization per province and territory.
  - d. Partner Organizations must, as a condition of membership in the Corporation, sign a Partnership Agreement with the Corporation, which shall be for a term of three (3) years, renewable at the option of the Corporation. The Partnership Agreement shall be in writing and signed by the President of the Corporation and of the Member respectively, or by other authorized officers. The Partnership Agreement shall be deposited and kept on file in the Head Office of the Corporation and a copy of each such Partnership Agreement shall be provided to the Head Office of the Partner Organization. Partner Organizations shall have voting rights, with one (1) vote per Partner Organization.



2. Individual Affiliate Membership:

- a. This membership is available to individuals who are Social Workers who live and work in Provinces or Territories in which there is no organization that is a Partner Organization.
- b. Subject to the *Canada Corporations Act* and the Corporation's Letters Patent, Individual Affiliate Members shall not be entitled to receive notice of, attend or vote at meetings of the members of the Corporation.

3. Individual Student Membership:

- a. This membership is available to individuals who are students enrolled in an accredited Social Work program that is recognized by their respective provincial social work regulatory authority for the purpose of registration in the social work profession and who reside in Provinces or Territories in which there is no organization that is a Partner Organization.
- b. Subject to the *Canada Corporations Act* and the Corporation's Letters Patent, Individual Student Members shall not be entitled to receive notice of, attend or vote at meetings of the members of the Corporation.

The Partner Organizations may, from time to time, by consensus, and in accordance with these Bylaws, approve membership fees which may be payable by any or all classes of Members. Members shall be notified in writing of the membership dues at any time payable by them and, if any are not paid within one (1) calendar month of the membership renewal date the members in default shall automatically cease to be members of the Corporation.

CASW ACTS  
Canadian Association of Social Workers Association canadienne des travailleuses et travailleurs sociaux



## 6. BOARD OF DIRECTORS

- 6.1 Each Partner Organization shall nominate and elect, on an organizational basis, one (1) individual for election to the Board of Directors. Each such individual, upon election to the Board of Directors, shall serve a term of two (2) years, beginning immediately upon his/her election, to the Board of Directors.

The President elected by the Federation will be an additional member of the Board of Directors.

The Past President will continue to be a member of the Board of Directors for one year following the term as President.

Each such individual nominated by the Board of Directors hereunder shall serve a term of two (2) years, beginning immediately upon his/her election to the Board of Directors. One half of the Directors will be elected on alternate years.

- 6.2 Subject to Section 8.7 that enables one extension, no Director shall serve for more than three (3) consecutive terms.
- 6.3 The Corporation shall advise the Partners Organizations in writing, of each Director whose term of office expires at the conclusion of that annual meeting and indicate how many terms that Director may yet serve.
- 6.4 Directors may hold any office of the Corporation, except for the position of Executive Director.

## 7. VACANCIES - BOARD OF DIRECTORS

- 7.1 Other than by the completion of a term, the office of a Director shall be vacated
- 7.1.1 upon death
  - 7.1.2 upon resignation in writing delivered to the Corporation
  - 7.1.3 upon removal by the Partner Organization she/he represents
- 7.2 Vacancies on the Board shall be filled by the respective Partner Organization designating another Director to represent that Partner Organization for the remainder of the vacated Director's term. As per Section 6.2, a person selected to complete the term of office of a Director shall not have that time counted if he/she is subsequently elected as his/her organization's Director.

In circumstances where the vacated Director held an office of the Corporation, the replacement Director shall not automatically hold that office. The Board shall elect from itself a replacement to fill the vacated Officer position. In the case of the President, the office shall be filled by the Vice-President. In the case of immediate Past-President, that office shall not be filled.



## **8. POWERS AND DUTIES OF THE BOARD**

- 8.1 In keeping with the Corporations Act and these Bylaws, the Board may exercise all such powers as are needed to govern the Corporation; and, without limiting the generality of the foregoing, shall have power to elect or appoint the Officers of the Corporation and the Executive Committee
- 8.2 At the Annual Meeting of the Corporation, the Board shall appoint a review engagement to serve as the auditor to the Corporation.
- 8.3 The Board shall formulate the governance policies of the Corporation.
- 8.4 The Board shall approve the annual budget and priorities of the Corporation.
- 8.5 The Board shall determine a process for approval and termination of membership in the Corporation.
- 8.6 Subject to Section 8, the Board may enact new Bylaws or amend or repeal existing Bylaws.
- 8.7 The Board may request that Partner Organizations extend once, as may be expedient, the term of office of any Director, for purposes of ensuring some continuity of governance, provided that the term so extended shall be for a fixed term of no more than two (2) years.

## **9. MEETINGS OF THE BOARD**

- 9.1 The Board shall hold at least two face to face meetings in each fiscal year for the transaction of business. Such meetings shall be at the call of the President, Vice-President or at the written request of a simple majority of the Directors.
- 9.2 Board members shall receive a minimum of fourteen (14) days written notice of the date, time and place of any meeting of the Board.
- 9.3 In the absence of the President and Vice-President, the Board may designate any of its members to chair a meeting.
- 9.4 Quorum shall be a simple majority of the Board members.
- 9.5 Each voting member present at a meeting shall have the right to exercise one vote.



## **10. EXECUTIVE COMMITTEE**

The Executive Committee shall be comprised of the Officers of the Corporation and if deemed necessary by the Board, any other Director appointed by the Board. The Executive Director is an ex-officio member of the Executive.

## **11. POWERS AND DUTIES OF THE EXECUTIVE COMMITTEE**

- 11.1 The Executive Committee is responsible for the governance of the Corporation between Board meetings, such responsibility to be exercised with prudent judgment about the general intentions of the Board. The Executive Committee shall assume such responsibilities as the Board may assign to it.
- 11.2 Subject to the general direction of the Board, the Executive Committee shall oversee the financial affairs of the Corporation, including the employment, remuneration and performance appraisal of the Executive Director, and the approval of arrangements for the carrying out of special assignments designed to further the objects of the Corporation.
- 11.3 The minutes of the Executive are to be received and reviewed by the Board before the next meeting.

## **12. EXECUTIVE COMMITTEE MEETINGS**

- 12.1 Meetings of the Executive Committee shall be held at the call of the President, or the Vice-President, or the Secretary/Treasurer of the Corporation.
- 12.2 Executive Committee members shall receive a minimum of fourteen (14) days written notice of the date, time and place of any meeting of the Executive.
- 12.3 Quorum shall be a minimum of two Executive Committee members.

## **13. OFFICERS**

- 13.1 The Officers of the Corporation shall consist of the President, the immediate Past-President (as per Section 6.1), the Vice-President, the Treasurer and the Executive Director. The duties and responsibilities of the Secretary shall be performed by the Executive Director.
- 13.2 The term of office of all Officers (except the Executive Director) shall be two (2) years with the exception of Immediate Past-President whose term shall be one (1) year.
- 13.3 With the exception of the Executive Director, any officer may be removed from the Officer position by resolution of the Board of Directors.

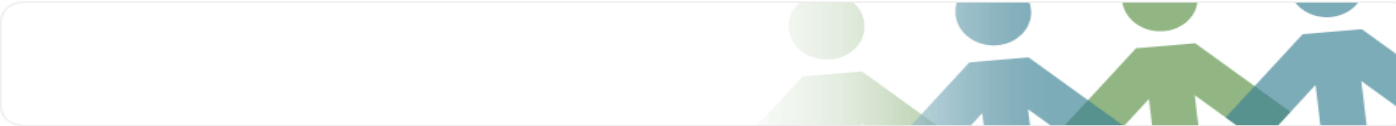


## 14. DUTIES OF OFFICERS

- 14.1 The President shall chair meetings of the Board and the Executive Committee. The President is an ex-officio member of all Corporation committees, and shall represent the Board between its meetings. The President shall be the CASW representative to the International Federation of Social Workers (IFSW).
- 14.2 The Past-President shall undertake any duties assigned by the Board or Executive Committee.
- 14.3 The Vice-President shall fulfil the duties of President in the event of death, absence or disability of the President. The Vice President will undertake any duties assigned by the Board or Executive Committee.
- 14.4 The Executive Director is responsible for all correspondence and records of the Corporation as defined in the Governance Policy of CASW. The Executive Director will cause to be kept Minutes of the Board and Executive Committee meetings, notify Directors of all meetings and notify all Members of all Acts, Orders, Resolutions, Votes, or other transactions of the Corporation affecting them.
- 14.5 The Treasurer shall together with the Executive Director, ensure the presentation of periodic financial statements to the Board and Executive Committee. The Treasurer and the Executive Director shall develop and oversee sound financial policies and procedures for the Corporation. The Treasurer may perform other duties as required by the Board or Executive Committee.
- 14.6 The Board may create other Officer positions as are necessary for the conduct of the business of the Corporation and may establish the rights, privileges, duties and responsibilities attached to such positions.

## 15. ELECTION OF PRESIDENT

- 15.1 A nominating committee will be struck by the CASW Board of Directors at the following an AGM. The committee will be made up of at least three Directors of CASW and may include up to two representatives of the partner organizations given that they represent different partners than do the Directors of CASW.
- 15.2 Candidates for the position of President must be social workers who meet the following criteria:
- are members in good standing of their Partner Organizations, and,
  - are presently Board members of the Canadian Association of Social Workers who have attended at least two Board meetings, or
  - have been CASW Board members in the past three years (from the date of the AGM) who attended at least two Board meetings.



15.3 The nominating committee of the Board of CASW shall prepare a list of people who are eligible for the office of President and will forward this list to the Partner Organizations.

15.4 Not less than ninety (90) days prior to the annual meeting of the Corporation in the year when the current President's term ends, the Executive Director shall send to every Partner Organization a Notice calling for nominations for President.

Such notice will require that the curriculum vitae of any candidate be submitted, and will specify the closing date for nominations which shall be at least thirty (30) days prior to the date of the Annual Meeting of the Corporation for that year.

15.5 The CASW Nominating Committee, all Partner Organizations are eligible to nominate one candidate who meets the criteria in 15.2.

15.6 Notification of nominations received shall be forwarded to provincial/territorial Partner Organizations by the Executive Director of the Corporation not less than twenty (20) days prior to the Annual Meeting of the Corporation for that year.

15.7 The election of the President shall take place at the Annual General Meeting to be decided by a majority of votes by those eligible to vote (CASW Board plus the President or designate from each Partner Organization).

15.8 In the event that no nominations have been received the Board shall appoint from among the Directors one Director to serve as President on an interim basis for at least one calendar year and no longer than 2 (two) calendar years.

15.9 If there is a sole candidate for the position the individual will stand for election.

15.10 In the circumstances where the sole candidate is not elected President, the existing Vice President will serve in that role pursuant to the automatic appointment set out in section 7.2.

15.11 If the Vice President does not accept this position the Board will replace the Vice President with a new Vice President who will automatically become President.

15.12 Elections will be conducted by a secret ballot and overseen by the designate of the Nominating Committee. Ballots will be destroyed following announcement of the vote.



## 16. ELECTION OF OTHER OFFICERS

- 16.1 Officers shall be elected annually by the Board from within the Board Members of CASW.
- 16.2 Nominations will be made by the CASW nominating committee. Other nominations may be made verbally at the Board meeting of the election.
- 16.3 If there is a sole candidate for the position the individual will stand for election.
- 16.4 Elections will be conducted during the Board meeting immediately after the Annual General Meeting, by a secret ballot and overseen by the designate of the Nominating Committee. Ballots will be destroyed following announcement of the vote.

## 17. ANNUAL MEETINGS

- 17.1 The Annual Meeting of the Corporation shall be held each year at a time and place in Canada as the Board may determine, and the following items of routine business shall be addressed:
  - 17.1.1 the Reviewed Financial Statement and the Report of the Auditors for the year past
  - 17.1.2 the appointment of Financial Reviewers for the ensuing year
  - 17.1.3 the ratification by consensus of Membership fees.
- 17.2 No public notice of the Annual Meeting shall be required but notice of the time and place of every such meeting shall be given to each Partner Organization at its address as shown in the records of the Corporation, sixty (60) days before such Meeting. Failure to notify any Partner Organization or the non-receipt of such notice by a Member shall not invalidate the proceedings of such Meeting.
- 17.3 In addition to the Directors and Officers (except for the Executive Director) for the year just ended, voting privileges at the Annual Meeting shall be extended to a representative from each Partner Organization, one vote to each Partner Organization.



## 18. VOTING

- 18.1 At all Board and Annual Meetings every resolution shall, unless otherwise required by the Letters Patent of the Corporation or by the Bylaws, be decided by a majority of the votes cast.
- 18.2 Every motion shall be decided in the first instance by a show of hands. Unless a poll is demanded, a declaration by the Chairperson of the disposition of the motion and an entry to that effect in the Minutes of the Meeting shall be sufficient evidence of the fact. Specific recording of the vote will be made if requested by a Director.
- 18.3 If a poll is demanded, it shall be taken in such manner as the Chairperson directs, and the question shall be decided by a majority of the votes cast and the result shall be deemed to be the decision of the meeting.
- 18.4 The Chairperson of a meeting shall usually not vote. In the case of an equality of votes, the Chairperson shall cast the deciding vote.

## 19. ALTERNATES

- 19.1 A Partner Organization of the Corporation, if the regular Director is unavailable, may empower by written authority, for a specific meeting, an Alternate for a Board or Annual Meeting. The Alternate assumes the responsibilities of a Director from the province, but not any Officer responsibility usually carried by the absent Director.

## 20. PROXY VOTES

- 20.1 A Director who is absent from a Board Meeting may designate, in writing, another Director to assume a proxy vote.
- 20.2 Proxy votes for the purpose of voting at the Annual meeting may be assigned by the Partner Organizations to any Director, or to the Annual Meeting Representative of any other Member Organization.
- 20.3 A proxy form or a reminder of the proxy right shall be provided with each notice of meeting.

## 21. FISCAL YEAR

The Fiscal Year of the Corporation shall end on the 31st day of March and commence on April 1st in each year.



## 22. INDEMNIFICATION

- 22.1 Directors and Officers shall be indemnified out of the funds of the Corporation from and against all costs and charges, damages and expenses whatsoever, which may be sustained by reason of fulfilling the duties or executing the powers conferred by the Bylaws of the Corporation.
- 22.2 The Corporation shall carry appropriate Directors and Officers liability insurance.

## 23. TRAVELLING EXPENSES

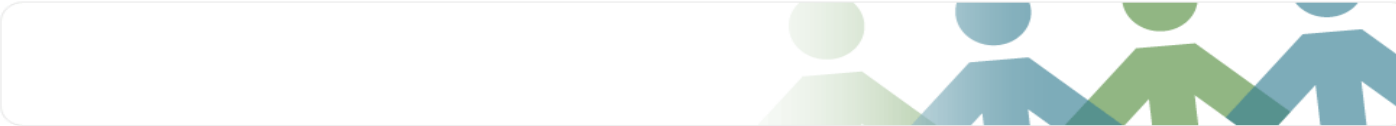
Officers of the Corporation, Directors, Alternates and others will be paid such travelling and living expenses necessarily incurred in connection with carrying out the business of the Corporation as the Board shall authorize.

## 24. BANKING

- 24.1 The Bank Account of the Corporation shall be kept in such Bank or Banks as the Executive Committee may determine.
- 24.2 The Board may authorize any Director(s), Officer(s), or employee(s) to engage in ordinary financial transactions on behalf of the Corporation.

## 25. BORROWING MONEY

- 25.1 The Board shall be empowered, when sanctioned by at least two-third of the votes cast at a meeting of the Directors to:
- 25.1:1 borrow money upon the credit of the Corporation
  - 25.1:2 limit or increase the amount to be borrowed
  - 25.1:3 issue debentures or other securities of the Corporation
  - 25.1:4 pledge or sell such debentures or other securities for such sums and at such prices as may be deemed expedient; and
  - 25.1:5 mortgages, hypothecate, charge or pledge all or any of the real and personal property of the Corporation to secure any such debentures or other securities or any other liability of the Corporation.
- 25.2 Any such resolution may provide for the delegation of such powers by the Directors to Officers or Directors of the Corporation to such extent and in such manner as may be set out in such resolution.

- 
- 25.3 Nothing in this section limits or restricts the borrowing of money by the Corporation on bills of exchange or promissory notes or other negotiable paper: promissory notes or other negotiable paper may be signed on behalf of the Corporation by authorized Officers for the money so borrowed and interest thereon as may be agreed upon, and the same and all renewals thereof shall be binding upon the Corporation without the Bank requiring evidence of any resolution of the Directors.

## **26. OTHER TRANSACTIONS**

All contracts, deeds, grants, assurance and documents reasonably required by said Banks, or their counsel, for all or any of the purposes aforesaid, may be executed and carried into effect by the proper Officers of the Corporation, and when necessary, the Seal of the Corporation shall be affixed thereto.

## **27. AMENDMENTS, APPEALS AND CONFIRMATION**

- 27.1 The Board shall have power to make additional Bylaws, or to repeal or amend any Bylaw, with such action having force only until the next Annual Meeting of the Corporation. Notice by the President of such action shall be forwarded to all Partner organizations. Failure to obtain confirmation at the Annual Meeting shall result in the repeal or amendment ceasing to have force.
- 27.2 No act done or right acquired under any Bylaw repeal, or amendment shall be prejudicially affected by failure to confirm such repeal or amendment at the Annual Meeting.
- 27.3 No Bylaw altering the name of the Corporation or otherwise amending the Letters Patent under which incorporation was granted, shall be in force or acted upon until confirmed by at least two-thirds of the votes cast at an annual meeting, when notice of such intent was communicated to the Directors and Partner Organizations.
- 27.4 Ministerial approval must be received before any amendments are enforced or acted upon.

## **28. EXAMINATION OF RECORDS**

All books, documents and other records of the Corporation shall be kept in the Head Office of the Corporation and may be available to be examined under supervision by a Partner Organization upon request to the Executive Director.

## **29. RULES OF ORDER**

Unless otherwise indicated in these by-laws, Roberts Rules of Order shall govern the proceedings of meetings of the Corporation.

## SCHEDULE C

### Consensus Decision Making

#### **What is consensus?**

Consensus is a process for group decision-making. It is a method by which an entire group of people can come to an agreement. The input and ideas of all participants are gathered and synthesized to arrive at a final decision acceptable to all. Through consensus, we are not only working to achieve better solutions, but also to promote the growth of community and trust.

#### **Consensus vs. Voting**

Voting is a means by which we choose one alternative from several. Consensus, on the other hand, is a process of synthesizing many diverse elements together. Voting is a win or lose model, in which people are more often concerned with the numbers it takes to “win” than with the issue itself. Voting does not take into account individual feelings or needs. In essence, it is a quantitative, rather than qualitative, method of decision-making. With consensus people can and should work through differences and reach a mutually satisfactory position. It is possible for one person’s insights or strongly held beliefs to sway the whole group. No ideas are lost, each member’s input is valued as part of the solution. A group committed to consensus may utilize other forms of decision making (individual, compromise, majority rules) when appropriate; however, a group that has adopted a consensus model will use that process for any item that brings up a lot of emotions, is something that concerns people’s ethics, politics, morals or other areas where there is much investment.

#### **What does consensus mean?**

Consensus does not mean that everyone thinks that the decision made is necessarily the best one possible or even that they are sure it will work. What it does mean is that in coming to that decision, no one felt that her/his position on the matter was misunderstood or that it wasn’t given a proper hearing. Hopefully, everyone will think it is the best decision; this often happens because, when it works, collective intelligence does come up with better solutions than could individuals. Consensus takes more time and member skill, but uses lots of resources before a decision is made, creates commitment to the decision and often facilitates creative decision. It gives everyone some experience with new processes of interaction and conflict resolution, which is basic but important skill building. For consensus to be a positive experience, it is best if the group has 1) common values, 2) some skill in group process and conflict resolution, or a commitment to let these be facilitated, 3) commitment and responsibility to the group by its members and 4) sufficient time for everyone to participate in the process.

#### **Consensus**

Stresses the cooperative development of a decision and the active search for common ground rather than differences. Everyone’s support is needed to finalize the decision, so softer or culturally undervalued voices are actually encouraged and attended to.

The decision will usually garner greater commitment to follow through on a decision, because everyone was involved in making it.

Both feelings and logical arguments are considered important. When a decision is not favourable to the whole group, the time is often taken to find creative and often better solutions.

### **A Few Disadvantages of Consensus**

- The group can be dominated by outspoken members
- Sometimes takes a bit longer- can lead to boredom and frustration if not facilitated properly
- Individuals can block decisions to further their own power
- Groups that have one person in charge and groups that have little in common or opposing goals may experience difficulty implementing consensus

### **Rules for Consensus**

*Consensus does not mean that everyone agrees with the decision, but that everyone is willing to live with it.*

**Standing aside-** If you do not agree with the direction that the group is heading in, but you are not willing to stop the rest of the group from going ahead with a generally accepted idea, you can choose to stand aside. This should only be done after you have clearly articulated your concerns and there has been discussion from the group about your concerns. If there are more than one or two people standing aside, it would be wise to continue to search for other ideas and compromises.

**Blocking-** one individual has the power to block a decision, even if it goes against something that the rest of the group agrees to. Again, this should only be done after lengthy discussion, and only in situations where you feel that the decision is morally wrong and would harm the group or other people in some way. Good conflict management skills are necessary in these situations to try and work out solutions.

### **Forming the consensus proposals**

During discussions a proposal for resolution is put forward. It is amended and modified through more discussion, or withdrawn if it seems to be a dead end. During this discussion period it is important to articulate differences clearly. It is the responsibility of those who are having trouble with a proposal to put forth alternative suggestion. The fundamental right of consensus is for all people to be able to express themselves in their own words and of their own will. The fundamental responsibility of consensus is to assure others of their right to speak and compromise with synthesis. When a proposal seems to be well understood by everyone, and there are no new changes asked for, the facilitator(s) can ask if there are any objections or reservations to it. If there are no objections, there can be a call for consensus. If there are still no objections, then after a moment of silence you have your decision. Once consensus does appear to have been reached, it really helps to have someone repeat the decision to the group so everyone is clear on what has been decided.

### **Difficulties in reaching consensus**

If a decision has been reached, or is on the verge of being reached that you cannot support, there are several ways to express your objections:

**Non-support** (“I don’t see the need for this, but I’ll go along.”)

**Reservations** (“I think this may be a mistake but I can live with it”)

**Standing aside** (“I personally can’t do this, but I won’t stop others from doing it”)

**Blocking** (“I cannot support this or allow the group to support this. It is immoral.” If a final decision violates someone’s fundamental moral values they are obligated to block consensus)

**Withdrawing from the group-** Obviously, if many people express non-support or reservations or stand aside or leave the group, it may not be a viable decision even if no one directly blocks it. This is what is known as a “lukewarm” consensus and it is just as desirable as a lukewarm beer or a lukewarm bath.

If consensus is blocked and no new consensus can be reached, the group stays with whatever the previous decision was on the subject, or does nothing if that is applicable. Major philosophical or moral questions that will come up with each affinity group will have to be worked through as soon as the group forms.

### **Role of the Facilitator**

*The facilitator keeps track of WHAT the group is talking about and HOW the group is talking about it!*

- Your role is to “make easy” the functioning of the group
- Everything you do or say must be checked with the group
- Facilitation should be shared. Everyone should know what it’s like to guide the group
- Everyone should try to “self-facilitate”. We are all equally responsible for making the meeting run effectively
- If you start getting personally involved in the discussion or debate, ask someone else to facilitate awhile

**Your Function as a Facilitator is to.....**

#### **1. Guide the Agenda**

- Start a check-in round
- Review and revise the agenda with the group
- Monitor time

#### **2. Keep the discussion on topic**

- Point out tangents, watch out for repetition
- Reiterate original goal of the discussion or ask the group to clarify the original

#### **3. Clarify and Rephrase**

- If a member is being misunderstood, or not listened to, rephrase their statement and check out the accuracy of your statement. Do not act as an advocate.