

British Columbia 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
BCASW ENDS POLICIES

Date Approved by Board: In Principle September 8, 2012

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 society 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 BCASW will be acting on behalf of its membership to ensure that BCASW 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.

POLICY TYPE: ENDS POLICIES

EP#1 (Con't)

POLICY TITLE: OVERVIEW OF THE “BOARD POLICY GOVERNANCE” MODEL

BCASW ENDS POLICIES

Date Approved by Board: In Principle September 8, 2012

Glossary of Terms

Members: BCASW members as defined in the Constitution.

BCASW Ends: Expected results of the operation as defined by the Board of BCASW

BCASW End Goals:

1. To advocate with government and community to advance the interests of the social work profession related to the policy directions of government.
2. To monitor and address proposed legislation and/or changes to existing legislation that has the potential to impact social work practice and the delivery of services to client populations served by social workers.
3. To advocate for the interests of the social work profession related to the regulatory context of practice.
4. To enhance the public understanding of the role and contribution of social workers.
5. To heighten the profile of the profession and the Association
6. To heighten the profile of social workers by identifying, publicizing and recognizing activities, groups, individuals and employers

POLICY TITLE: MISSIONS AND OBJECTS

Date Approved by Board: In Principle September 8, 2012

MISSION

We are the professional association of social workers in British Columbia and promote the profession of social work. We advance social work practice and values to create a just and compassionate society.

OBJECTS

The objects of the British Columbia Association of Social Workers are:

1. To provide a distinct voice for the profession of Social Work in British Columbia and to serve as an authoritative source of information on the practice of Social Work in British Columbia;
2. To promote the Social Work profession with the goal of enhancing members' identification with the profession and practice of Social Work;
3. To assist and promote the development of high professional standards of practice consistent with the Code of Ethics adopted by the British Columbia Association of Social Workers including assisting in and promoting the provision of continuing education and supportive working environments in the interests of promoting quality service;
4. To promote awareness of the scope and value of Social Work services with the public and to other organizations;
5. To advocate for social policy and social services delivery that will promote equality and will enhance the health and well-being of all British Columbians;
6. To advance the professional, social and economic well-being of social workers;
7. To encourage studies and research in issues and topics relevant to the knowledge and practice of the Social Work profession.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL#1

POLICY TITLE: GLOBAL EXECUTIVE CONSTRAINT

Date Adopted by Board: In Principle September 8, 2012

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/or contravenes the BCCSW or the CASW Code of Ethics or that is inconsistent with BCASW's vision, values, policies, and bylaws.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL#2a

POLICY TITLE: TREATMENT OF MEMBERS

Date Adopted by Board: In Principle September 8, 2012

Policy Governance is designed to ensure accountability of the Board to the Members or Members and of the Executive Director to the Board.

The Executive Director may not permit the Board Members to be uninformed in its work. The Executive Director shall not:

1. Neglect to submit activity reports on a regular basis to the Board Members.
2. Let the Board Members be unaware of any significant incidental information it requires including anticipated adverse media coverage, threatened or pending lawsuits and material external and internal changes.
3. Deal with the Member in a way that favors or privileges certain Members over others, except when (a) fulfilling individual request for information or (b) responding to officers or committees duly charged by the Board.
4. Carry activities that are not consistent with the Ends as defined in joint process with the Board Members on an annual basis.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL#2b

POLICY TITLE: TREATMENT OF STAFF

Date Adopted by Board: In Principle September 8, 2012

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.

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 shall 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 them differently from other employees.

POLICY TITLE: FINANCIAL CONDITION & ACTIVITIES

Date Adopted by Board: In Principle September 8, 2012

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 shall 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 without Board approval.
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 timely 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 that is not approved in budget. Splitting orders to avoid this limit is not acceptable.
8. Acquire, encumber or dispose of real estate.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL#2d (Con't)

POLICY TITLE: FINANCIAL CONDITION & ACTIVITIES

Date Adopted by Board: In Principle September 8, 2012

9. Issue expense cheques to themselves without the signature of a Board-approved signatory who has been provided with appropriate documentation and receipts.
10. Fail to notify the Board in advance of multi-year contracts to lease or purchase equipment beyond the approved budget.
11. Lease facilities without the prior approval of the Board.
12. Fail to aggressively pursue receivables after a reasonable grace period.
13. Use any long-term reserves for other than their designated purposes.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL#2e

POLICY TITLE: FINANCIAL PLANNING AND BUDGETING

Date Adopted by Board: In Principle September 8, 2012

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

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

The Executive Director shall not recommend budgeting that:

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.

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

The Executive Director shall 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 without having obtained comparative prices and quality;and

c) Of over \$2500 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 TITLE: COMMUNICATION AND SUPPORT TO THE BOARD

Date Adopted by Board: In Principle September 8, 2012

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

The Executive Director shall 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 lawsuits 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 ways or in a form that fails to differentiate among information of three types: monitoring, preparation, and other.
6. Allow the Board to be without a workable mechanism for official Board, officer or committee communications.

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD

Date Adopted by Board: In Principle September 8, 2012

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. Deal 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.
9. 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 DIRECTOR SUCCESSION

Date Adopted by Board: In Principle September 8, 2012

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.

Details of the emergency Executive Director succession plan are included in the *BCASW Personnel Policy Manual*.

POLICY TITLE: COALITIONS

Date Adopted by Board: In Principle September 8, 2012

Collaboration with other groups can enhance and amplify the mission and purpose of BCASW 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 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 agency.
4. Enter into any formal partnership or commit the agency to any collaborative agreement without first having:
 - a) Taken reasonable steps to ensure that principles and practices of the partnering organization are not contrary to the agency.
 - b) The party representing the proposed partnership is an authorized agent of the group, business or agency.
 - c) The credibility and creditworthiness of the proposed partner(s).
 - d) There are mutually agreed, clear written expectations of the partnership.
 - e) There is a regular review process to confirm renewal or termination of a partnership.
 - f) Ensured the agreement includes an escape clause.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL#2j

POLICY TITLE: REVENUE GENERATION

Date Adopted by Board: In Principle September 8, 2012

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 BCASW's mission and objects.

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 BCASW Board 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. Promote an unrealistic expectation by the contributor of receiving a material return disproportionate to the contribution made.
5. Engage in major revenue generation activities that have a high risk of producing insufficient revenues to offset the costs of the activities. Exploit the confidence of or detract from the dignity of the organization's clients.

POLICY TYPE: EXECUTIVE LIMITATIONS

EL#2k

POLICY TITLE: INFORMATION MANAGEMENT

Date Adopted by Board: In Principle September 8, 2012

The Executive Director shall develop and maintain an effective information management system process that assists the agency 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 is adequate back up resources for all critical organizational functions.
7. Provide appropriate security for all of the organization's records.

POLICY TITLE: SERVICES

Date Adopted by Board: In Principle September 8, 2012

The Executive Director may not jeopardize BCASW's Mission by engaging in problematic activities which are not directed to achieving the agency 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 agency, 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 agency 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 that do not achieve at least one agency End
3. Fail to inform the Board of significant concerns regarding a service
4. Allow conditions of practice that:
 - a) put the organization's reputation at risk
 - b) are not current with good/"best practice" standards, research or experience.
 - c) allow programs to operate without appropriate and qualified personnel.

POLICY TITLE: SIGNING OFFICERS

Date Adopted by Board: In Principle September 8, 2012

Passed Motion, January 25, 2013: Move to approve the policy that every extraordinary cheque over \$500 must be co-signed by a Board Member. (Extraordinary is operationalized as not a regular bill and not accounted for in the budget.)

Date amended by Board as recommended by the Finance Committee: May 3, 2014

The Board of Directors approves the banking institution to be appointed as the agency'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 BCASW the Executive Director shall ensure that the signing officers shall be at least one of the following on amounts in excess of \$5,000, except where clearly articulated in the budget, eg. CASW payments:

- President
- Vice President
- Treasurer
- Representatives from the Finance Committee who are members of the Board and who live and/or work close enough to the BCASW office to be able to sign cheques as needed

and the:

- Executive Director

2. With respect to establishing the signing officers for BCASW, the Executive Director shall ensure that the signing officers shall be as noted in No.1 with the inclusion of the Manager of Member Services and Administration as one of the possible two signatories on amounts clearly articulated in the budget or less than \$5,000.

3. The Executive Director shall ensure that every extraordinary cheque over \$500 shall be co-signed by a Board Member. (Extraordinary is operationalized as not a regular bill and is not accounted for in the budget.)

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

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

- a) Fail to ensure that all approved signing authorities are submitted to the bankers with the proper documentation.
- b) 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 Adopted by Board: In Principle September 8, 2012

The purpose of the governance process policy is so the Board, on behalf of the members of BCASW 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 Adopted by Board: In Principle September 8, 2012

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 BCASW membership 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 BCASW's values and perspectives, rather than on micro-management.
6. Commit to accommodating the views of each member in working towards consensus when time permits, and will use majority rule vote when unable to reach consensus.
7. Commit to ensuring that members who vote in the minority are free to express their dissent, but those in the minority must respect the majority decision and not undermine it through future action.

8. 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.
9. Abide by its corporate Bylaws, as amended from time to time, and as set out herein at Schedule "B".

ROLES AND RESPONSIBILITIES OF BCASW BOARD

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

A. All Board Members

Identify provincial social/professional issues that require attention by the BCASW Board.

Formulate and implement action plans in response to issues.

Communicate with members regarding BCASW issues and work.

Promote BCASW and the profession of social work

Respond to requests to represent BCASW at local meetings and conferences.

Attend required 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. monitor and modify project work;
- e. establish vision and strategic plan; and
- f. provide orientation to new Board members.

Attend provincial conference whenever possible.

B. Branch Representative Board Members (In addition to responsibilities for all Board members:

Establish and foster relationships with Branch members and act as liaison between the BCASW Board and the Branches.

Collaborate with Branch members to identify local issues that are appropriate for consideration by the BCASW Board.

Circulate branch reports to BCASW Board members, in preparation for the BCASW Board meetings.

POLICY TYPE: GOVERNANCE PROCESS

GP#2b (Cont'd)

POLICY TITLE: BOARD JOB DESCRIPTION

Date Adopted by Board: February 2010

Prepare reports on BCASW activities to the Branches.

C. At Large Members (In addition to responsibilities for all Board members)

Chair/coordinate and/or act as liaison to BCASW working groups/committees/projects.

D. Student Representative (In addition to responsibilities for all Board members)

Liaise between social work students and BCASW Board.

BCASW BOARD MEMBER CODE OF CONDUCT

This Code of Conduct encompasses conventional principles and expectations that are considered binding on any person who is a member of the BCASW Board. Board members are in a position of trust. Their involvement may affect the welfare, rights or entitlements of the Association and the profession of Social Work. All Board members need a clear understanding of their duties and responsibilities to the Association and their profession.

PART 1

1. Scope

- (a) BCASW Board members must observe the Board's Code of Conduct whenever they
 - (i) conduct the business of the Board
 - (ii) conduct the business of the position to which they have been elected or appointed; or
 - (iii) act as a representative of the Board and association.
- (b) The Board's Code of Conduct shall not have effect in relation to the activities of a Board member undertaken other than in an official capacity, except and insofar as otherwise indicated.
- (c) Where Board members act as a representative of the Board at the meeting of another public body or committee, they must, when acting in that capacity, comply with the Board's Code of Conduct except and insofar as it conflicts with any other legal obligations to which they may be subject.

2. Membership

- (a) Members governed by this Code of Conduct are the Executive Officers, CASW Representative, Branch Representatives, Members at Large of the Board, Student Representative(s) to the Board and Executive Director and other employees.

- (b) A member must
 - (i) promote inclusiveness and equality by not discriminating against any person;
 - (ii) treat others with professionalism, courtesy and respect, acting loyally and in good faith; and
 - (iii) not do anything which compromises, or which is likely to compromise, the impartiality of those who work for, or on behalf of, BCASW

GENERAL OBLIGATIONS

- 3. Members must not
 - (a) Disclose information given to them in confidence by anyone, or information acquired that they believe is of a confidential nature, without the consent of a person authorized to give it, or unless they are required by law to do so; nor
 - (b) Prevent another person from gaining access to information to which that person is entitled by law.
 - (c) Board members shall respect the confidentiality of the details and the dynamics of Board discussions, as well as those items designated as confidential.
- 4. Members must not, in their official capacity or any other circumstance,
 - (a) Conduct themselves in a manner which could reasonably be regarded as bringing their position or the Board and association into disrepute
 - (b) Abuse the privilege by using power, authority or resources designated to their position/branch for personal advantage
 - (c) Use their position as a member improperly to confer on or secure for themselves or any other person, an advantage or disadvantage
- 5. Members must, when using or authorizing the use by others of the resources of the Board
 - (a) Act in accordance with the Board's requirements; and

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

Date Adopted by Board: November 2011

- (b) Ensure that such resources are not used for political or sectarian purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the Board or the position to which the member has been elected or appointed
- 6. Members must, when reaching decisions,
 - (a) Have regard to any relevant advice provided to them by
 - (i) the Association's Executive Director
 - (ii) the Board's legal or financial advisor(s)
 - (b) Give reasons for those decisions in accordance with the Board's rules
 - (c) Consider the interests of the entire membership, not just a specific region or group.
- 7. Members have a responsibility to create an atmosphere of safety for those who express concerns regarding the actions or conduct of other Board or committee members.

PART 2

EXPECTATIONS OF BEHAVIOUR

- 8. Members must understand the Board's role and the Board's duties:
 - a Gain a clear understanding of the role or purpose of the Board and requirements of members carrying out their duties
 - b Stay informed about all relevant activities affecting the Board
 - c Carry out obligations and implement the decisions taken by the Board
- 9. Members must be active, and be prepared to commit sufficient time and energy to attend to the Association's business.
 - (a) Attend all Board meetings.
 - (b) Where attendance is not possible members will provide an explanation, submit appropriate reports and follow up on decisions from the meeting.

- (c) Participate actively and work cooperatively with fellow members and stakeholders to achieve agreed goals.
- (d) Prepare for meetings by reading and considering pre-circulated material in advance of the meeting.

PART 3

INTERESTS

10. *Personal Interests*

- (a) Members must in all matters consider whether they have a personal interest, and whether the Board's Code of Conduct obliges them to disclose that interest.
- (b) Members must regard themselves as having a personal interest in a matter if they anticipate that a decision upon the matter might reasonably be regarded as affecting their well being or financial position to a greater extent than other members of the public.

11. *Disclosure of Interests*

- (a) Members with a personal or business interest which may conflict with their responsibilities as a Board member, or which a member of the public might reasonably believe could influence their judgement, shall disclose such interests at the commencement of a Board meeting when the interest becomes apparent.
- (b) Members with a personal interest in any matter who have made decisions in relation to that matter must record in the written statement of that decision, the existence and nature of the interest.

12. *Prejudicial Interests*

- (a) Members with a personal interest in the matter must consider whether it is a prejudicial interest (conflict of interest).
- (b) Members must regard themselves as having a prejudicial interest if it is a personal interest which a member of the Social Work profession, with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice the member's judgement.

13. *Participation in Relation to Disclosed Interests*

A member with a prejudicial interest in any matter must leave a meeting whenever it becomes apparent that the matter is being considered; and not seek improperly to influence a decision about that matter; and not be involved in decisions in relation to that matter.

14. For the purposes of this Code, "meeting" means any meeting of

(a) The Board, whether in person or by webinar or teleconference; or

(b) Any of the Board's committees, sub-committees, joint committees or joint sub-committees.

PART 4

VIOLATION OF THE CODE

If BCASW Board members become aware of a Board member who is or appears to be violating the BCASW Code of Conduct, their first obligation is to speak directly to the person involved (although it should be noted this is sometimes not possible).

If there is not a satisfactory explanation for the behaviour or the behaviour is not corrected, Board members must make a written allegation to that effect to the BCASW Board President as soon as it is practicable for them to do so. In the event that the concern relates to the conduct of the President such allegations should be submitted to the Vice-President.

If the behaviour is not resolved satisfactorily, the Board member who is alleged to have violated the Code of Conduct will be informed in writing and will be provided the opportunity to present his/her views of the alleged violation to the Board who will then decide on further action. This could include removal from the Board.

POLICY TITLE: PRESIDENT'S ROLE

Date Adopted by Board: In Principle September 8, 2012

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 *BCASW Roles, Responsibilities and CODE OF CONDUCT for BCASW Board adopted* November 2011 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.
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 BCASW in public forums and any official correspondence from BCASW. Along these lines, the President will represent BCASW at CASW AGM. The President will also maintain regular communication with the Presidents of other Provinces as is appropriate and reasonable.

POLICY TITLE: PRESIDENT'S ROLE

Date Adopted by Board: In Principle September 8, 2012

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 BCASW Board members in their responsibilities.
8. The President will work to establish and foster relationship with other organizations in order to help further the aims of BCASW.
9. The President will assist in identifying issues which affect BCASW, and initiatives that may further the aims of BCASW, and present such issues and initiatives to the Board for its consideration.
10. The President shall provide consultation to the Executive Director when necessary to assist the Executive Director in his/her operation of BCASW. More specifically, the President shall provide consultation to the Executive Director when:
 - a) A request has been made for BCASW to become involved in a coalition or outside committee;
 - b) A request has been of BCASW 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.
11. 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;
 - e) To review and revise the minutes of all Executive Committee Meetings prior to same being circulated.

POLICY TITLE: PRESIDENT'S ROLE

Date Adopted by Board: In Principle September 8, 2012

12. 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.
13. 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.
14. The President will review all email correspondence from the Executive Director and from the Board Members.
15. The President shall prepare a message to be released with selected issues of the BCASW Perspectives.
16. When time permits, the President will give presentations to the Board regarding issues facing BCASW, or social workers at large, or on activities and initiatives of BCASW.

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

Adopted by Board: In Principle September 8, 2012

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 Society 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 Society 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 Society, 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 Society.
- c) The minutes of the Executive are to be received and reviewed by the Board at the next meeting.

2. Nominating Committee

- a) Product: Identify potential Executive members prior to the Annual General Meeting in accordance with the Bylaws.
- b) This is a standing committee of the Board chaired by the Past President of BCASW.

2. Finance/Review Committee

- a). Role
 - To examine the Society's monthly financial statements
 - Monitor any and all issues raised by the Treasurer and Executive Director
 - Examine the Society's annual financial statement and communicate the results at the Annual General Meeting (AGM).
 - To advise on financial efficiencies/investments and current financial practices

POLICY TITLE: BOARD COMMITTEE STRUCTURE

Adopted by Board: In Principle September 8, 2012

b) Authority

- The Finance/Audit committee is a standing committee of the Board and will normally be chaired by the Treasurer.

c) Supplementary Terms of Reference and Procedures

- The Finance/Review Committee will study the annual review and recommendations from the accounting firm.
- The committee shall consist of at least three Board members (one of whom will be the Treasurer). Ex-officio non-voting member shall be the Executive Director.
- On the request of the accounting firm, the Chairperson of the Finance/Review the Committee shall convene a meeting of the committee to consider any matter the accounting firm believes should be brought to the attention of the Board or Society members.
- Before a financial statement, which shall be submitted at the Annual General Meeting (AGM), is considered by the Board, it shall be submitted to the Finance/Review Committee for study and, thereafter, the committee shall submit a report to the Board no less than 30 days before an Annual General Meeting.

4. Ad-hoc Committee(s)

Role

- To complete tasks as specifically assigned by the Board which do not fall under the normal functions of any other committee.
- An ad-hoc committee is not a standing committee of the Board.

5. CASW Distinguished Services Award for BC Selection Committee

- a) The committee is a standing committee of the BCASW Board.
- b) All committee members are appointed by the BCASW Board.
- c) The chair of the committee is appointed by the BCASW Board.
- d) The committee will be comprised of three BCASW Board members, including the committee chair. At the discretion of the BCASW Board, up to three non-board members may be appointed to the committee.

POLICY TYPE: GOVERNANCE PROCESS

GP#2f (Cont'd)

POLICY TITLE: BOARD COMMITTEE STRUCTURE

Adopted by Board: In Principle September 8, 2012

- e) Any member of the BCASW may submit their name to be considered for membership on the CASW Award Selection Committee.
- f) In finalizing committee membership (Board and non-Board members) the BCASW Board will ensure that there is no more than one member from a branch.
- g) The committee reviews nominations for the Award and makes a recommendation to the BCASW Board.
- h) The committee will provide documentation concerning the selection process to the BCASW Board if requested by a majority vote of the Board.
- i) The Board approves the selection of a nominee and may over-ride the decision of the selection committee.
- j) Documentation related to discussion and the selection process is confidential and will be held in confidence by committee members and members of the BCASW Board.

POLICY TITLE: ANNUAL PLANNING

Date Adopted by Board: In Principle September 8, 2012

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 on December 31 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 January 1.
2. The Board establishes objectives for the ensuing year within each of its responsibility areas at an annual planning session.
 - a) In the first one or two months of the new cycle, the board will develop its agenda for the ensuing one-year period.
 - b) 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 Agency Strategic Plan.
3. 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.

POLICY TYPE: GOVERNANCE PROCESS

GP#2g (Con't)

POLICY TITLE: ANNUAL PLANNING

Date Adopted by Board: In Principle September 8, 2012

The Board planning year sequence is as follows:

Governance and Management Annual Planning Cycle

January <ul style="list-style-type: none">• Plan activities for year• Budget approval	February	March
April <ul style="list-style-type: none">• Provincial Conference planning	May	June
July	August <ul style="list-style-type: none">• Resolution prep for AGM	September <ul style="list-style-type: none">• Nominations complete
October	November <ul style="list-style-type: none">• Provincial conference	December

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

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 September.

POLICY TITLE: PARTNERSHIPS

Date Adopted by Board: In Principle September 8, 2012

1. CASW: A Partnership of Provinces and Territories

a) BCASW joins with other provincial associations to enter this Partnership Agreement in the mutual belief that it will promote strong, active national and provincial professional organizations, which will enhance the quality of social work services, provided to all Canadians.

b) The parties are committed with CASW to promote the profession of social work in Canada and to advance social justice.

c) The parties agree to support each other, each within its jurisdiction, to advance the interest of the social work profession.

2. Other Partnerships

Partnerships with other groups can enhance and amplify the mission and purpose of BCASW as well as improving service responsiveness to community needs and revenue generation. Conditions for such a partnership include but are not limited to the following conditions.

a) The Board is confident that the partnership will enhance the Board's Ends and be consistent with the organization's Mission.

b) The Board is confident that the partnership will share principles or practices are compatible with achievement of the Board's Ends.

c) The Board is confident that the organization is a credibility and creditworthiness organization.

d) There are mutually agreed, clear written expectations of the partnership.

e) There is a regular review process to confirm renewal or termination of a partnership.

f) That there is the agreement for an escape clause.

POLICY TYPE: BOARD- MANAGEMENT DELEGATION

BMD#1

POLICY TITLE: GLOBAL BOARD-MANAGEMENT DELEGATION

Date Adopted by Board: In Principle September 8, 2012

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 Adopted by Board: In Principle September 8, 2012

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 TITLE: ACCOUNTABILITY OF THE EXECUTIVE DIRECTOR

Date Adopted by Board: In Principle September 8, 2012

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 BCASW. 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's performance.

POLICY TITLE: DELEGATION TO THE EXECUTIVE DIRECTOR

Date Adopted by Board: In Principle September 8, 2012

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 Members or other non-member social workers at a specified worth through the establishment of goals, outcomes or *Ends* policies in keeping with BCASW'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.

POLICY TYPE: BOARD-MANAGEMENT DELEGATION

BMD#2c (Con't)

POLICY TITLE: DELEGATION TO THE EXECUTIVE DIRECTOR

Date Adopted by Board: In Principle September 8, 2012

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. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board's and Executive Director's domains. By so doing, the Board changes the latitude of choice given to the Executive Director. But so long as any particular delegation (policy) is in place, the Board and its members will respect and support the Executive Director's choices

Systematic and rigorous monitoring of Executive Director's 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.

POLICY TYPE: BOARD-MANAGEMENT DELEGATION

BMD#2d (Cont'd)

POLICY TITLE: MONITORING EXECUTIVE PERFORMANCE

Date Adopted by Board: In Principle September 8, 2012

1. The standard for compliance shall be *any reasonable* Executive Director's *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.

2. 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:

**JOB DESCRIPTION
EXECUTIVE DIRECTOR**

General Responsibilities

Reporting to the Board of Directors through the President and the Executive Committee, the Executive Director is responsible for the Association's operations and for assisting the Board, staff and membership to achieve BCASW's goals and objectives. This includes effective financial and program management, staff management, organizing, planning, and providing support to the Board and to Committees. It also includes mentoring members and developing their skills to involve them in the work of the Association. Working closely with the President, the Executive Director is also responsible for facilitating communication within the Association and representing the Association externally to other organizations, government, the media and the public at large.

Duties and Responsibilities

Planning

- Provide direction, information and support for the Board to develop long-range plans that achieve the goals of the Association.
- Work closely with the President in planning and coordinating Board and Executive meetings and the Annual General Meeting.
- Work closely with branch representatives and committee chairs to identify and provide the support needed for branch representatives and committees to fulfill their mandates.
- Work with branches, constituency groups and committees to address broad social policy and professional practice issues that fairly reflect branch concerns and professional constituency interests.

Human Resources Management

- Hire, manage and terminate staff and consultants as required to meet the Association's operating needs and strategic goals.
- Develop task groups or committees as required to further association goals; recruit members to these groups and facilitate their work.
- Recruit and promote the involvement of members in association initiatives to develop future leaders.

Financial

- Manage the financial business of the Association according to Board policies and within the Board-approved budget.
- Prepare an annual operating plan and budget for review and approval by the Executive Committee and Board.
- Arrange for an annual financial review.

POLICY TYPE: BOARD-MANAGEMENT DELEGATION

BMD#2e (Cont'd)

POLICY TITLE: EXECUTIVE DIRECTOR JOB DESCRIPTION

Date Adopted by Board: June 2011

Programs & Services

Develop and implement programs, projects and services to meet member needs and accomplish organizational goals. Assume a primary role in the following:

- Develop publications and materials that support and promote BCASW and the Social Work profession, including the preparation of print and web-based information
- Organize Social Work Week and related events (eg CASW Distinguished Service award)
- Professional development (eg. Annual conference)
- Manage the mentoring program
- Participate on and liaise with Editorial Committee to facilitate publication of Perspectives, overseeing the production of the publication from start to finish, including editing, management of advertising sales, print runs, and distribution to community partners, government and media
- Evaluate the success of programs and services in meeting members' needs.

Internal Communications

- Keep the President and Board informed regularly on Association activities and issues that may require Board action.
- Attend Board, Executive Committee and Editorial Board meetings. Liaise with other committee chairs and attend meetings as required. Facilitate communication amongst committees.

- Prepare briefs and proposals for Board, executive and committees as required to facilitate decision-making.
- Facilitate communication with the membership and identify professional concerns. Communicate to members about emerging issues (eg third-party liability, GST, special projects, policy changes)
- Provide information, guidance and support to individual members regarding professional concerns

POLICY TYPE: BOARD-MANAGEMENT DELEGATION

BMD#2e (Cont'd)

POLICY TITLE: EXECUTIVE DIRECTOR JOB DESCRIPTION

Date Adopted by Board: June 2011

External Communications

- Liaise and maintain positive working relationships with BC College of Social Workers, the provincial Social Work Associations and the national Association to ensure good communication, exchange of information and opportunities for synergy.
- Establish and maintain effective working relationships, and promote BCASW's values and vision with relevant professional bodies, senior government officials, the media, the membership, and community groups. Stay current regarding plans and activities of other health care organizations, government, BCCSW, and unions that have a bearing on the social work profession. Advise the President and Board of Directors of issues that may require attention or action.
- Represent the Association to external stakeholders and at public and professional functions.
- Manage the Association website, ensuring information is current and regularly updated.
- Foster positive relationships with the media and ensure that Association spokespersons are available to respond to requests.

POLICY TYPE: MEMBERSHIP

MP#1

POLICY TITLE: Memberships Categories

Date Approved by Board: April 2005

Membership

Eligibility for membership in the Association is based on the applicant for membership:

1. Having obtained a Baccalaureate Degree, Master Degree, or Doctoral Degree from a program of social work education recognized by the BC College of Social Workers in B.C. ("BCCSW"); or
2. Having achieved a non-Canadian academic qualification equivalent to that set out in Bylaw 2.1 from a recognized social work education program as determined by BCCSW; or
3. Being a Registered Social Worker in the province of British Columbia; or
4. Being a student enrolled in a recognized social work degree program.

Categories of Members and Affiliates

1. **Professional Members:** This category of Members comprises residents of British Columbia, or of a region of Canada where there is no Association of Social Workers, who meet the educational qualifications set out in Bylaw 2 or who are registered by the BCCSW. These Members may be fully employed, partially employed, not employed or retired.
2. **Student Members:** This category of Members comprises residents of British Columbia enrolled as students in a recognized social work program leading to a BSW, MSW, DSW or PhD.

3. **Associates:** This category is comprised of individuals not eligible for professional membership but who choose to affiliate with the Association; and

4. **Student Associate:** This category is comprised of individuals enrolled in certificate/diploma programs in the Social Service Worker discipline.

Note: Affiliates shall not be eligible to hold office at the Branch or Provincial level but shall be entitled to attend all functions of and receive all communications from the Association and to participate in all Branch activities.

POLICY TYPE: EXPENSES

EX#1

POLICY TITLE: REIMBURSEMENT OF EXPENSES

Date Approved by Board:

**BC Association of Social Workers
Board / Executive Director Expenses Policy**

Board members / Executive Director conducting Association business are reimbursed as follows, provided the appropriate documentation and receipts are submitted:

TRANSPORTATION

Air, bus, ferry, highway toll and parking expenses will be reimbursed in full.

Airline travel

Board members shall book the least expensive airfare, except in circumstances where the travel schedule is not reasonable or manageable.

Where meetings are scheduled well in advance, it is expected that Board members will check for and book their flights on seat sales if available. Members should book their travel online as prices are generally lower than if booking through the airline.

Booking fees by travel agents will not be covered by BCASW.

Fees for advance reserved seating will not be covered by BCASW.

If Board members are planning a stopover for personal business enroute to or from Association business, BCASW will cover only what the cost would be for a direct flight between the home city and the destination, within the fare rates offered during that period.

Automobile Travel

Car allowance: Mileage will be paid at a set rate.

When travelling considerable distances to meetings in another city, the mileage claimed must not exceed what a person would pay if traveling by rental car or by air.

POLICY TYPE: EXPENSES

EX#1 (Con't)

POLICY TITLE: REIMBURSEMENT OF EXPENSES

Date Approved by Board:

MEALS PER DIEM (set rates defined by Board)

Alcohol

Alcohol expenses are not reimbursed other than under exceptional circumstances at the discretion of the Executive Director.

POLICY TYPE: FUNDS

FS#1

POLICY TITLE: CONTINGENCY FUND

Date Approved by Board: In Principle September 8, 2012

In order to ensure financial stability within BCASW, BCASW 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:

1. The decisions about dispersal of a yearly surplus will be made at the first Board meeting following the receipt by BCASW of the reviewed financial statement.
2. The fund will normally receive the excess of revenues over expenses subject to other specific allocations made by the Board.
3. 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.
4. 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 BCASW.

The fund shall be accessed in accordance with the following:

1. The Executive Director, upon consultation with the Executive Committee, 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 BCASW does not have sufficient money in its operating bank account to pay its monthly expenses.
2. 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.
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 Executive Committee will actively pursue alternate funding sources and explore methods for decreasing expenditures to ensure survival of the organization.
4. At the next Board meeting following an occasion when the Executive Committee has authorized the Executive Director to access the contingency fund, the circumstances necessitating this action, and the activities taken in response, shall be reported to the Board.

POLICY TYPE: FUNDS

FS#2

POLICY TITLE: FUNDING OF BRANCHES

Date Approved by Board: April 20, 2024

Branch funds are designated for local, Branch-based activities that support the mandate of BCASW, which is “to support and strengthen the profession of social work and to advocate for social justice”. Branch funds cannot be used for any purpose that is inconsistent with BCASW's mandate.

The BCASW Board of Directors authorized a base annual allocation of the maximum of \$500.00 for each BCASW Branch, to be disbursed upon request from the Branch Representative and submission of all required documents.

Branches may apply for additional funds of up to \$500 per calendar year when it is demonstrated that a Branch will not have sufficient resources to cover the cost of proposed activities. Approval of this additional funding is at the discretion of the BCASW Board of Directors upon recommendation of the Executive Director. Applications will be considered based on demonstrated need, BCASW's budget availability, and the degree to which the proposed activities support BCASW's mandate.

Each BCASW Branch will set up and maintain a separate bank/credit union account in its own name. Only members of the Branch Executive, who are also BCASW members in good standing, will have signing authority. At least two members of the Branch Executive must be designated, including the Branch President and/or BCASW Branch Representative and the Branch Treasurer. All financial transactions in the name of the Branch must be signed by at least two people with signing authority. All Branch members with signing authority will sign a statement annually indicating their understanding of their roles and responsibilities as signing officers.

The Branch President or Treasurer will forward an itemized accounting of all Branch income and expenditures along with the bank statement to the BCASW office twice a year; by June 30th and December 31st of each year, or at any time upon the request of the BCASW Executive Director. BCASW reserves the right to withhold the base Branch allocation until this documentation has been received.

Branches may retain the unspent portion of their annual allocation or other surplus funds that are raised (e.g., through offering a workshop) to support their ongoing activities.

Should a Branch become inactive, or if the Branch does not have a Branch Executive, retained Branch funds will be returned to BCASW and the Branch account closed. If during the same fiscal year as closure, a Branch elects or appoints a Branch Executive, the earlier returned funds plus the current annual amount of \$500.00 (if not already disbursed) may be requested and a new account set up with two signatories.

If the Branch does not have a Branch Executive and Branch account, a Branch Representative may request reimbursement of Branch expenses as pre-approved by the Executive Director to the maximum amount of \$500.00 per year and submission of receipts and an expense form. Alternately, pre-approved expenses may be paid directly by the Executive Director.

Branches are not authorized incur debt, risk or other liability on behalf of BCASW.

POLICY TYPE: FUNDS

FS#3

POLICY TITLE: FUNDING OF PRACTICE COMMITTEES

Date Approved by Board: In Principle September 8, 2012

Practice Committees may apply for funding for specific initiatives and projects. Approval of this funding is at the discretion of the BCASW Board of Directors upon recommendation of the Executive Director.

Applications will be considered based on the BCASW's budget availability and the degree to which the proposed activities are consistent with the mission and objects of BCASW. Practice Committee funds cannot be used for any purpose that is inconsistent with the BCASW's mandate.

Approved funds will be disbursed by cheque to the Practice Committee Chair or designate, either as reimbursement of actual expenditures or as an advance payment. The Practice Committee Chair or designate will forward an itemized accounting of expenditures to the BCASW office after they are incurred, or by June 30th and December 31st of each year.

Practice Committees may not retain the unspent portion of approved funds, and are not authorized to incur debt, risk or other liability on behalf of the BCASW. Any profits go to the BCASW operational account.

POLICY TYPE: INVESTMENT

IV#1

POLICY TITLE: INVESTMENT POLICY

Date Approved by Board: In Principle September 8, 2012

BCASW 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 BCASW capital. All investment instruments chosen by BCASW will be conservative. The Executive Director shall be responsible for ensuring that BCASW 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 or credit unions.
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.

The goals of the Provincial Conference are:

1. To be an avenue for social workers to meet/connect/strengthen professional identity;
2. To provide opportunities for professional development;
3. To expand view of social workers to national/global perspective; and
4. To provide visibility to BCASW.

Theme, Date, and Structure:

1. Theme and date will be determined by BCASW Board
2. Theme should be of provincial relevance, should reflect a wide range of social work topics to appeal to various fields of practice, and should reflect BCASW priorities.
3. Keynote speaker should have a positive professional reputation and other presenters will reflect the different domains of social work practice.

Roles and Responsibilities:

1. Conference Committee

- Budget preparation and corporate sponsorship, registration kits and other necessary duties.
- Works to breaks even as a minimum financial outcome.
- Submits periodic progress reports to BCASW.
- Involves Executive Director in all aspects of planning.
- Submits a comprehensive final report on the conference.

2. Board Liaison

- Reports to BCASW Board based on established schedule.
- Sits as a member of the conference organizing committee.

POLICY TYPE: MEETINGS AND CONFERENCES

MC#2

POLICY TITLE: APPOINTMENT OF REPRESENTATIVE TO ATTEND MEETINGS;
EVENTS

Date Approved by Board:

BCASW may, from time to time, appoint a member or Director to:

1. Attend certain meetings for organizations other than BCASW;
2. Sit on coalitions; or
3. Represent BCASW at certain events.

The objective of the foregoing is to allow BCASW, through such appointed individual, to provide input at such meeting, event or coalition which reflects BCASW values and furthers the missions and strategic directions of BCASW.

Any member or Director appointed hereunder must satisfy the following:

- a) They shall be a member in good standing;
- b) They shall be willing to speak at any event or Coalition or meeting with respect to the perspective of a social worker (and not as a spokesperson for BCASW);
- c) They must act in accordance with the British Columbia College of Social Workers Code of Ethics and the BCASW Social Policy Principles.
- d) They agree to consult with the Executive Director (or designated alternate), as necessary;
- e) They agree to submit a summary report to the BCASW Executive Director or the Board or event attended on behalf of BCASW. If the appointment is for an activity of longer duration the representative will submit a report following all meetings and events.

Unless otherwise specified, any individual appointed hereunder shall be appointed to attend one meeting or event.

POLICY TITLE: CASW DISTINGUISHED SERVICE AWARD IN BC

Date Approved by Board: May 23, 2015

BCASW provides a provincial national leadership role in strengthening and advancing the social work profession in BC. 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 BC. It is important to recognize these individuals and, to that end, BCASW selects a recipient of the CASW Distinguished Service Award. 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 BCASW.

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. The criteria for nominations will be established by BCASW. In October of each year, BCASW will be invited to submit the name of its nominee or group of nominees including photograph and biographical sketch in the form of an article (150 words approx.) for publication. Award certificates will be signed by the CASW President and Executive Director. Recipients should be advised of their award by National Social Work Month.

SELECTION CRITERIA FOR CASW DISTINGUISHED SERVICE AWARD (BC)

1. Eligibility – The nominee must be a member of BCASW in good standing and preferably a registered social worker thus conforming to the legal definition of social work in British Columbia. They must not be a previous CASW award recipient. Nominations must include name of nominator (candidates cannot nominate themselves), identification of social work degree(s) including the date of earning the degrees from which institutions, two references for the nominee that can be contacted for further information and a statement that the candidate approves of the nomination and is willing to provide further information if the selection committee requires it.
2. Contribution to the profession - This mainly involves contributions to the professional association at the branch, provincial, or national levels; it may also involve contributions to the social work profession as a spokesperson, member of the BC College, government representative, union representative for social workers etc.
3. Contribution to practice – The areas of active practice the person has been involved with and their contributions in those areas (i.e., child welfare, medical social work, private practice, community development etc.); is there evidence of any innovation in practice;

how are they regarded by practitioners in their particular field; has their practice been recognized in any way?

4. Recognition in the broader community - the degree to which the person is known outside of social work due to their contributions within social work; this might include media profile; awards etc. Also, are there ways in which they contributed to other disciplines and professions outside social work?
5. Advocacy/social justice - the degree to which the person embodies principles of advocacy and social justice; actions and activities that promote rights, fairness, and opportunity; note how this has been demonstrated.
6. How has the nominee added to the overall profile of the social work profession? This is a collective appraisal of criteria 1 to 4 – an overall level of competence.
7. Have these qualities been sustained and consistent? The emphasis is on practitioners whose performance has been steadfast over a period of years (at least 10 years of sustained performance).

Each category (2 through 7) is scored out of 5 for a total possible score of 30.

POLICY TYPE: AWARDS

AW#2

POLICY TITLE: CASW SCHOLARSHIP FUND

Date Approved by Board: June 22, 2019

The CASW scholarships are to be awarded to assist members of CASW partnership organizations to attend activities that align with the mission and purpose of CASW and uphold the values and principles of the CASW Code of Ethics. An amount will be allotted to BCASW each year for use within the CASW fiscal year. Unused amounts at the end of the year may be rolled over to the following year, but at no time can a partner organization have access to more than \$3000. If the fund exceeds \$3000 as of March 31st of any given year, the amount over \$3000 will be redistributed to other partner organizations.

Priority for the awarding of the CASW scholarships will be granted to support social work professional development opportunities that are provided through CASW conferences, BCASW conferences, and other BCASW training events. These scholarships may also be awarded for other professional development activities given that the Associations are not providing such opportunities.

Distribution of CASW Scholarship Funds

1. Applicants must be members of BCASW who are in practice (meaning working as a social worker in a government or non-profit agency, a social worker in private practice or a social worker in an educational institution or other environment).

2. Funds will be used to provide support for participating in professional development activities including national and provincial conferences.
3. Priority will be given to BCASW members who can demonstrate that they have limited access to continuing education opportunities within their region or field of practice and who are unable to receive sufficient financial support from their employers. Cost of travel may be included.
4. Priority will be given to BCASW members who are active members of the association. This may be demonstrated by the applicant by a written statement of involvement. The Executive Committee of BCASW will review applications for funding and will report decisions to the Board. Should a member of the Executive Committee or the Board be an applicant they **must** remove themselves from the selection process prior to any considerations taking place.
5. All money distributed through the CASW fund will be identified as coming from CASW as a partnership benefit.
6. No single scholarship shall be for an amount higher than \$1000.
7. Members may receive funding no more frequently than once every two years.

POLICY TYPE: AWARDS
POLICY TITLE: CASW SCHOLARSHIP FUND
Date Approved by Board: June 22, 2019

AW#2 continued

Procedure

1. An application form to access funds will be available through the website or by contacting the BCASW office.
2. Application will be submitted to the BCASW office and must include:
 - A copy of the brochure or website link for the planned activity.
 - An explanation of the specific value to the applicant for this specific event.
 - A description of need, which addresses any barriers the applicant faces in accessing continuing education.
3. The application should be submitted with sufficient advanced notice to take advantage of any Early Bird rates should the scholarship be granted, i.e., at least four weeks prior to the end of the Early Bird period (later applications will be considered if the available resources have not been allocated). All applications must be in an electronic version to ease distribution to the Awards Committee. Governance Policy GP#2c; Board Members' Code of Conduct, Part 3.13 will apply if a member of the Executive applies for a CASW Scholarship.
4. The committee has the unilateral right to make decisions with regard to scholarship applications. The committee will review applications electronically.

5. Once the available funds have been expended in a given year, a notice will be posted on the BCASW website informing members that no more funds are available.

POLICY TYPE: PUBLICATIONS

PB#1

POLICY TITLE: *BCASW E-BULLETIN*

Date Approved by Board: In Principle September 8, 2012

BCASW e-Bulletin is an official publication of BCASW. It is made available several times a year by electronic mail.

The purpose of the *BCASW e-Bulletin* is to inform readers of the purpose of BCASW and what it is doing, and to inform BCASW members about one another, as well as about social workers and social work activities and issues in other parts of the province.

POLICY TYPE: PUBLICATIONS

PB#2

POLICY TITLE: *PERSPECTIVES*

Date Approved by Board: In Principle September 8, 2012

Perspectives newsmagazine is a regular publication of BCASW. It is published and distributed by the BCASW three times per year. Articles (up to 1500 words) submitted for publication in the will be anonymously reviewed by Editorial Board members and other selected reviewers. The viewpoints of authors or advertisers are not necessarily those of BCASW or the Editorial Board.

The goals of the publication are:

1. To provide a provincial forum in which British Columbia social workers can share practice knowledge, research and skills, and debate contemporary social work concerns.
2. To stimulate discussion of regional, provincial, and national social policy issues.
3. To promote exchange between social workers.
4. To share information about social work educational resources -- books, films, videos, conferences and workshops.

BCASW shall create an editorial board. The Editorial Board shall consist of:

- i) The Editor of *Perspectives*,
- ii) Three Editorial Board members, one of whom must be a current BCASW Board Member
- iii) The BCASW President (ex-officio)
- iv) BCASW Executive Director

1. Profile of Editorial Board Members

Editorial Board members shall be:

- i) Members in good standing of BCASW or members in good standing of a Partner Organization;
- ii) Selected for their knowledge, expertise and interest in social work publication;
- iii) Committed to providing a diversity of social work practice issues and regional representation.

2. Selection Process

The Editorial Board will select individuals to serve on the Editorial Board with them.

3. Terms of Office

The term for Editorial Board members other than the Editor, is two (2) years, renewable once.

4. Responsibilities of Editorial Board Members

- i) Review articles submitted for possible publication as requested by the Editor
- ii) Attend and participate in one Board teleconference per year by providing expertise and consultation regarding issues relating to social work practice, social policy and research issues
- iii) Define the orientation and priorities of the magazine content
- iv) Ensure appropriate revision of *Writer's Guide* and editorial policy
- v) At the request of the BCASW Board, the Editorial Board will provide consultation regarding significant changes to the format of the magazine.
- vi) Solicit and encourage submissions.

POLICY TYPE: PUBLICATIONS

PB#2b

POLICY TITLE: EDITORIAL POLICY- Publication of Articles in *Perspectives* Newsmagazine Containing Case Studies

Date Approved by Board: October 21, 2023

Purpose

A written, informed consent or record of verbal agreement of consent is required for publication of case studies in *Perspectives* newsmagazine. By following the procedures below, the BC Association of Social Workers aims to protect confidentiality, privacy, and information ownership of service users and/or research participants whose information is used in a case study.

1. Obtain informed consent to publish from service users/research participants for all case studies unless they are fabricated or generalized. (Even if the case report does not include information that may lead to identification, consent is required before publishing.)
2. Change identifying information in the case report.
3. Report proactively, being explicit about any information and potential images that you are going to use, to the person whose information is to be used in the case study.
4. If possible, obtain informed consent AND the service user's/research participant's perspective on the intervention/outcome.
5. A written copy with service user's/research participant's signed consent should be emailed to the BC Association of Social Workers (publisher). If names providing consent are to be confidential, the author may hold the consent or in the case of verbal consent, documentation of the discussed agreement, then send the publisher a signed statement attesting that they as authors of the article hold a document in their records with informed consent or record of verbal agreement from the service users/research participants for publication of the case study.

BCASW Board Communication Policy

Purpose

This policy is intended to support and complement the BCASW Board Code of Conduct. The purpose of the BCASW Board Communication Policy is

- To establish clarity for the Board of BCASW as to who is the official voice of the organization and
- To establish prudent and acceptable practices regarding all forms of communication (written, electronic, telephonic)

Communication Policy

- Open communication will be actively maintained between BCASW, its Board members, and its members.
- The official spokesperson for the organization and for the official position of the BCASW is the President and/or the designate(s). Note: the designate is normally the Executive Director. Branch Representatives may act as spokesperson for their Branch. Other groups are encouraged to consult with the President or Executive Director before making public statements.
- Written correspondence between Board members and organizations or individuals on all matters related to the Board shall be copied to the Executive Director.
- Correspondence will be answered promptly.
- Official representation by BCASW on external committees will be determined by the President, in consultation with the Board of Directors and/or Executive Director.

Membership Mailing Lists

BCASW representatives will be provided with email lists of the members within their group for use only for BCASW business. Otherwise, the use of the BCASW email distribution list will be limited to those approved by the Executive Director and only on a “need to know” basis.

BCASW membership mailing lists will not be provided to outside organizations.

Anti-Spam Law Compliance

BCASW mailing lists are “opt-in” with permission given by members upon joining BCASW, and subsequently for communities of practice or interest groups not listed on the application form. Group-specific communications can be revoked by a member at any time by unsubscribing to the email or deleting permission in the database.

Each list is sent from the office periodically or on request. If the list is more than **10 days** old, an updated list shall be requested from the office. Permission to be on communications lists is given by individual members and can be revoked at any time. Non-members are removed from the lists. Older lists must be deleted from the requestors system.

To retain confidentiality of members’ information, **place recipients email addresses in the BCC field**. Send **less than 100 email addresses at a time** to avoid the server highlighting it as spam and blocking the message.

Canada’s over-arching legislative framework to address spam prohibits associations from sending unsolicited commercial electronic messages (CEMs) without express or implied consent from the recipient, and imposes content requirements on communications to members.

Examples of CEMs:

- Emails seeking donations
- Emails seeking volunteers/members
- Emails promoting an event/selling tickets to an event
- Emails promoting services

To comply with anti-spam laws there must be an unsubscribe option at the bottom of the email with the BCASW address and telephone contacts. When unsubscribes are received the BCASW office shall be notified.

Avoid attachments as they are apt to go into junk or recipients may be unsure about opening them.

The email should be signed {Your name}, Your Role, BCASW

Electronic Communication

- Official votes of the Board can be conducted by email, but will be limited to issues that are time sensitive.
- BCASW reserves the right to refuse to disseminate anything that is deemed inappropriate, including content that maybe perceived as racist, sexist, homophobic, or demeaning to another person or organization.

Suggestions for Good Email Practice

It is important to hear the viewpoints of all board members. When a message is sent to the entire Board, please always try to comment/respond, even if it is just to let everyone know you are reading and keeping up. It helps make the group cohesive.

When writing, sending and responding to board-related emails:

- 1) Make emails as brief as possible. Try to limit each email message to one subject and be sure the subject heading accurately reflects the message. This will make responding (and deleting) easier for the recipient. Make sure subject headings are clear.
- 2) If a message requires a response use “RESPONSE REQUIRED” in the subject heading before the topic, for example: “RESPONSE REQUIRED Draft Agenda Board Meeting”. Whenever you require a response include a deadline date.
- 3) Before responding, read all email messages of the same subject heading to help avoid repetition and confusion.
- 4) Responses to messages should include the original text.
- 5) Information sent via email is intended for the Board of Directors and staff only. *If you need to forward, be sure to check with the original writer first.* It may be appropriate to adjust the language of an email before sending outside the Board circle.
- 6) If the email message is ‘To’ you, reply. But if you are copied, a response is not expected.
- 7) Deciding who needs to or should know what can be challenging. Most Board messages should be copied to the President and Executive Director, as they should always know what is going on. Depending on the topic, a message might also need to be copied to the Vice President and Past President, or appropriate Board liaison.
- 8) If the office requests administrative information from Board members, there is no need to ‘reply all’. Just reply to the Administrative Manager or Executive Director. Only ‘reply all’ if necessary.
- 9) Periodic email address checks (every six months or so) are a good way to determine that everyone is getting everything and that everyone's address is still current.

The following activities are prohibited:

- 1) Sending email that is intimidating or harassing.

- 2) Using BCASW email lists for conducting personal business.
- 3) Using BCASW membership communications (emails, BCASW blogs/Facebook/Twitter, etc.) to promote oneself or one's professional services, or to link to sites which advertise or promote one's services, or the services of any organization in which one might have a direct or indirect financial interest. Remove automatic signatures that are personal or business signatures.
- 4) Using BCASW email lists for purposes of political lobbying or campaigning that is not under the direction of the Board of Directors and does not have its approval.
- 5) Violating copyright laws by inappropriately distributing protected works.
- 6) Posing as anyone other than oneself when sending email, except when authorized to send messages for another when serving in an administrative support role.
- 7) Sharing information from Member lists. Member list information is personal information and must be treated according to BC's Personal Information Protection Act.
- 8) Forwarding BCASW email communications to others without the sender's permission.

Other Protocols

Electronic mail users must not give the impression that they are representing, giving opinions, or otherwise making statements on behalf of BCASW unless appropriately authorized to do so by the President or the President's designate acting on behalf of the Board. Normally all correspondence representing BCASW to organizations including media will be vetted and edited at the BCASW office prior to distribution. Such correspondence will then be distributed from the BCASW office. Promotion of a Branch event in local media is an exception.

Electronic mail is often open to **misinterpretation**. Before reacting to the content of an email, clarify with the initiator of the communication to ensure that the reader's interpretation reflects the intent of the writer of the email prior to commencing a "reply all" response. Secondly, ensure that all facts cited are correct and supported by evidence.

POLICY TYPE: COMMUNICATIONS

CM#2

POLICY TITLE: USE OF LOGO

Date Approved by Board: In Principle September 8, 2012, Reviewed and Approved September 21, 2024

Generally, the BCASW logo shall be used:

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

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

POLICY TYPE: COMMUNICATIONS

CM#3

POLICY TITLE: BCASW EMAIL ADDRESS USE PROTOCOL

Date Approved by Board: September 21, 2024

The Executive Director shall decide on a case-by-case basis as to when a dedicated @bcasw.org address can be assigned to a non-staff member. Considerations include availability of address and proposed Association function. Addresses are transferable and when no longer in use or there is a change in position, the BCASW office will be notified and access information provided.

Examples of possible use include but are not limited to:

- Branch communications to local members from the Branch Representative,
- Committee and community of practice communications to members of these groups from the chair,
- Solicitation and reception of continuing education proposals,
- Official communications from the BCASW President
- Communications from the Student Representative to students and members

All communication protocols above will be followed. All communications on bcasw.org accounts are the property of the BC Association of Social Workers.

POLICY TITLE: SOCIAL MEDIA POLICY AND TERMS OF USE

Date Approved by Board: September 21, 2024

BCASW uses social media to share information relevant to social work practice and to engage with interested parties including the public, members, and employers. Choice of social media platforms shall be approved by the Board of Directors.

Social media content should be informed by the strategic plan and cover one of four key goals:

1. PROMOTE THE SOCIAL WORK PROFESSION AND PRACTICE
2. PROVIDE SERVICES TO MEMBERS
3. ADVOCATE FOR SOCIAL JUSTICE
4. STRENGTHEN THE ASSOCIATION

Content

Content may come from BCASW content, reputable media outlets, or other organizations. Content containing rants by individuals, displaying political partisanship, or known to be disrespectful to individuals or groups will not be posted. All images posted are creative commons or are posted with written permission. Individuals are not named unless BCASW has their permission.

Monitoring

BCASW's official social media profiles are monitored by the Communications Coordinator and an Association Director and/or President. Branches and Communities of Practice designate a volunteer communications manager in order to manage and monitor their group's social media. Login credentials shall be submitted to the BCASW office.

All Branch and Communities of Practice will include a link on their profile page to the BCASW website and a disclaimer outlining that the group does not officially represent the BCASW. The disclaimer should note the group's affiliation with the BCASW and include wording that indicates that the comments and posts made by social media users on said profile are not a reflection of the BCASW as an organization.

Comments Policy

BCASW welcomes and encourages comments on its social media posts. While BCASW's policy is to engage and respond to respectful comments, BCASW cannot commit to replying to all comments received. When appropriate, BCASW may choose to respond directly to individual messages. Alternatively, a formal response may be developed for distribution to all stakeholders.

For confidential matters including complaint inquiries, please contact the BCASW office directly by emailing bcasw@bcasw.org.

BCASW reserves the right to edit, remove, or report comments that:

- Contain personal or confidential information that may violate either individual or group privacy
- May be misleading, abusive, harassing, or profane
- May be unlawful or encourage activity which could constitute a violation of law
- May be discriminatory against an individual or group of individuals
- Use offensive language
- Include commercial promotion of products/services or spam
- Contain off-topic or irrelevant content

BCASW reserves the right to block users who repeatedly violate the terms of use and will comply with reporting obligations for hate speech in British Columbia. At the time of this policy those obligations involve contacting site administrators to report hate speech and in the case of direct threats involving hate speech or crimes, contacting the non-emergency number for police or RCMP (<https://www.resiliencebc.ca/report-support/report-a-hate-incident/>).

Links to Other Websites

BCASW may follow, share content, or display links to other profiles and sites that may be of interest to members and the wider social work community. This does not imply endorsement by BCASW.

Privacy

BCASW's social media profiles are hosted by third-party service providers. Users who choose to interact with BCASW via social media should read the privacy statements and user agreements associated with these social media platforms.

BCASW social media platforms are publicly accessible, and posts are visible to the public.

Disclaimer

BCASW reserves the right to modify these terms of use at any time without notice. Please review as continued use implies agreement.

The BCASW is not liable for any loss or damages either direct or indirect arising from the use of information provided or connected with Association social media profiles.

POLICY TITLE: BCASW ENDORSEMENT OF THIRD-PARTY DOCUMENTS

Date Approved by Board: In Principle September 8, 2012

A BCASW endorsement of a document (documents include policies, standards, guidelines, and any other document issuance by a third party) indicates that BCASW 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, and subject to the content of the document complying with the philosophy and ethical duties/obligations and responsibilities outlined in the BCCSW Code of Ethics, and with the BCASW Social Policy Principles.

Procedure for endorsing documents:

1. A written request for endorsement must be received by BCASW from the third party. The documentation must include information as to the provincial/territorial response to the document (where appropriate).
2. The document will be assessed for its provincial significance and relevance;
3. One member of the Executive Committee, in conjunction with the Executive Director, or his/her designate(s), will analyze the document to determine if it meets all of the following criteria:
 - a) Upholds the social work beliefs and values as outlined in the Philosophy Statement in the Code of Ethics;
 - b) Complies with the ethical duties/obligations and responsibilities as outlined in the BCCSW Code of Ethics;
 - c) Is timely and relevant;
 - d) Does not conflict with/or duplicate existing BCASW policies/positions.
4. If the document meets the foregoing criteria, the Executive Committee will consult with the Board regarding the requested endorsement.
5. A written response will be forwarded to the person/organization requesting endorsement outlining BCASW's response.

POLICY TITLE: GENERAL POLICY

Date Approved by Board: In Principle September 8, 2012

From time to time, BCASW will establish Practice Committees

Purpose and Scope

1. To create forums for BCASW members to connect and share knowledge of the specified area of practice
2. To identify issues and to advise BCASW on matters pertaining to policy, practice, education, research, and advocacy pertaining to the specified area of practice.
3. To lead projects of strategic importance identified by the Practice Committee and/or the BCASW Board.

Goals

1. To act as a knowledge and policy centre for the BCASW
2. To support the BCASW in meeting the goals of its strategic plan.

Responsibilities/Relationships

1. To ensure Practice Committee work is consistent with BCASW's Mission & Objects
2. To establish Terms of Reference and workplans specific to the Practice Committee.
3. To attend and participate in teleconferences or face to face meetings.
4. To liaise with the Board and connect with branches.
5. To actively engage in the practice area.
6. To provide regular minutes and a written annual report.

Selection Process

Practice Committees may establish recruitment and selection processes, which must be consistent with BCASW's Mission, Objects, and governing policies.

Membership

1. Members in good standing
2. A liaison who will report on a regular basis to the Board;
3. Other members as seen appropriate by the Practice Committee and BCASW.

Terms of Office

Terms of office may be specified by Practice Committees in the Terms of Reference documents Unless otherwise specified terms of office may be for an indeterminate period.

Discontinuing Terms of the Group Members

The lack of compliance of the above responsibilities is a cause for discontinuing an appointment. The Board Executive Committee will make the decision, following consultation with the respective group members.

POLICY TYPE: PRACTICE COMMITTEES

IG#1a

POLICY TITLE: BOARD LIAISON MEMBER

Date Approved by Board: In Principle September 8, 2012

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

Responsibilities

The Board Liaison responsibilities include:

1. Act as liaison between the Practice Committee and the BCASW Board
2. Report to the Board on behalf of the Practice Committee
3. Provides communication to & from the Board to the Practice Committee & vice-versa
4. Provides names of contributors to the Executive Director for public acknowledgement
5. Attends the Committee meetings/teleconferencing
6. Act as group Chair or provide consultation or support to the Committee chairperson

Term

The term is indeterminate depending on commitment and energy for the role.

POLICY TYPE: DOCUMENT RETENTION

DR#1

POLICY TITLE: DOCUMENT RETENTION

Date Approved by Board: July 29, 2020

The Executive Director shall be responsible for maintaining the filing system, both of hard copies and/or electronic, for all BCASW documents, consistent with the legislation in BC.

The following is a list of categories of items and the length of time BCASW documents will be kept on file. The policy includes, but it is not limited to:

- Annual Reports, Minutes, Policy Statements/Briefs: indefinite
- Official Documents/Correspondence: indefinite
- Financial/Legal Documents and Correspondence: first three years of ten, electronic only, plus next seven years hard copy and electronic for a total of ten years
- Committee Minutes as forwarded to the office: indefinite, electronic
- General Miscellaneous Correspondence: 1 year
- Email: 1 year
- Perspectives: indefinite, electronic and hard copy

POLICY TYPE: CONTRACTING-OUT OF SERVICES

CS#1

POLICY TITLE: CONTRACTING-OUT POLICY

Date Approved by Board: In Principle September 8, 2012

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 BCASW to meet the BCASW 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 \$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 \$5,000.

- Executive Director - amounts up to \$1,000

Procedure for Contracting-Out

A contract for work valued at \$10,000.00 or more shall be awarded using the following procedure:

1. An outline of the expected outcomes of the work will be produced by the Board, Executive Committee and/or the Executive Director, as applicable, and such party will provide an outline as to who will be responsible for reviewing the proposal.
2. The contract requirements will be clearly outlined in writing by the Executive Director in consultation with the Executive Committee. The requirements of the work will reflect the outcomes and any other characteristics that have been identified.
3. Proposals will be reviewed by the Executive Director and others designated by the Executive/Board.
4. Proposals can be obtained by using the following approaches:
 - a. Requesting proposals from an established pool of consultants/suppliers.
 - b. Requesting proposals by advertising.

POLICY TYPE: CONTRACTING-OUT OF SERVICES

CS#1 (Con't)

POLICY TITLE: CONTRACTING-OUT POLICY

Date Approved by Board: In Principle September 8, 2012

Any party selected as the recipient of the contract for the work sought must meet the following criteria:

1. Demonstrated expertise in the area of work sought;
2. Reputation of meeting deadlines and expectations;
3. Positive references; and
4. Location of person (ex. proximity to BCASW office, to a Board member).

Preference may be given to a member of BCASW if all other criteria are met.

In addition to contracting-out certain work projects, BCASW may, at times, commission third party authors to write papers or other written materials on its behalf. In all such cases, the following guidelines will be used by BCASW:

1. Author will follow generally acceptable standards related to formal reports/background papers.
2. Author must acknowledge that she/he may, during the term of the agreement, acquire information about certain matters which are confidential to BCASW. The author must agree to treat confidentially all such information and agrees not to disclose it to any third party either during or after the term of the agreement.
3. The author must agree to a preliminary schedule and deadline, including producing at least two (2) interim drafts for feedback from BCASW Board (or designates); one draft to be produced in the first half of the schedule, and the second draft to be produced approximately mid-way through the schedule;
4. The author must submit a progress report each month, in writing, to the BCASW Executive Director;
5. An author statement must be submitted, indicating that the deliverables are her/his original work, that the work has not been published before, that the author has obtained all necessary permissions for the reproduction of information (charts, etc.) not owned by the author, that the deliverables contain no unlawful statements and do not infringe any rights, including intellectual property rights, of others.
6. Prior to approval, all authored documents will be circulated for review to three (3) key informants for feedback (see attached manuscript evaluation form).
7. The BCASW Board shall have the final discretion as to whether to approve the use of the authored document.
8. The deliverables are intended for BCASW use, circulation and publication and the association has copyright on the materials prepared as a result of the contract. The author may receive acknowledgement in any publication that result from her/his work. The author must seek approval from BCASW prior to using any unpublished or publicly circulated materials in any manner including release or presentation.
9. Remuneration to any author contracted hereunder will be determined by the Board of Directors and will be paid as follows:
 - a) twenty-five percent (25%) of the total fee will be paid at the start of the contract;
 - b) Fifty Percent (50%) of the total fee will be paid when the project is submitted for BCASW final review and upon submission of an invoice.
 - c) The remainder of the fee will be held back until the BCASW Board provides final approval of the work.
10. The Board reserves the right to ask for changes to the final document prior to final approval.
11. The parties agree not to allow for early termination of the contract after the first payment.

POLICY TYPE: POLICY REVIEW

PO#1

POLICY TITLE: POLICY REVIEW

Date Approved by Board: In Principle September 8, 2012

Policy	Frequency	Method
	(Times per year)	(See legend below)
ENDS	1X/yr	IR
EL #1 Global Executive Constraint	1X	IR
EL #2a Treatment of Clients	1X	IR
EL #2b Treatment of Staff	1X	IR
EL #2c Compensation and Benefits	1X	IR
EL #2d Financial Condition and Activities	4X	IR
	1X	ER
	2X	BDI
EL #2e Financial Planning and Budgeting	1X or as needed	IR
EL #2f Asset Protection	1X	IR
EL #2g Communication and Support to the Board	1X	IR
	1X	BDI
EL #2h Emergency Executive Succession	1X or as needed	IR

Methods: IR = Internal EXECUTIVE DIRECTOR Report

ER = External Report

BDI = board direct inspection

