



BIG BROTHERS BIG SISTERS OF CANADA
LES GRANDS FRÈRES GRANDES SŒURS DU CANADA

Organizational Management Standards

Vision

Every child in Canada who needs a mentor has a mentor.
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Mission

Big Brothers Big Sisters of Canada embraces the following mission statement:

We commit to Canada's young people that we will be leaders in providing them with the highest quality, volunteer based mentoring programs.

Core Values

The following core values have been endorsed by the Board of Directors of Big Brothers Big Sisters of Canada:

We believe the healthy development of every child is enhanced by positive, nurturing, mentoring relationships.

- We believe in working with others to promote healthy and safe environments for children.
- We believe that collaboration between staff and volunteers in service delivery is our strength.
- We believe that all BBBS programs must maintain the highest standards to ensure positive outcomes for children and their families.
- We believe that we must reflect the diversity of the communities we serve.

STANDARDS

B. PLANNING AND VISIONING

1. The affiliated agency has a clearly defined and articulated Vision and Mission statement consistent with that of BBBS and which drives agency decision-making.

1. The affiliated agency has a current strategic plan (template provided) which incorporates operational and financial plans. (interpretation will provide a template/model as well as include the following comment: “The agency should encourage input from all stakeholders when developing the agency’s Vision, Mission and Strategic Plan.”)

C. REGULATIONS AND LEGISLATION

1. Registered charitable organization status from Canada Revenue Agency is maintained and all requirements of CRA are met.

2. The affiliated agency is incorporated under the laws of its Province and has a current Constitution, By-Laws and policies and procedures that clearly define, at least:
 - a. The purposes of the association
 - b. A process for election of officers and directors
 - c. Periods of tenure for board members and officers
 - d. A dispute resolution mechanism and process
 - e. A grievance mechanism and process
 - f. Meeting regularity

3. The affiliated agency functions according to its approved bylaws.

4. The affiliated agency reviews and updates its bylaws, as appropriate, on a regular basis.

5. A properly constituted Annual General Meeting is held for the purpose of electing Board members, appointing auditors, presentation of the financial statements and ratification of the acts of the Board. The Annual General Meeting is held in accordance with provincial legislation. (provide web addresses in Interpretation)

6. The affiliated agency keeps minutes of all corporate business meetings in accordance with applicable legislation.

7. The affiliated agency complies with applicable provincial and federal legislation (for example, Health and Safety regulations, Privacy legislation and Employment Standards Acts).
8. The Board of Directors assures the submission of statutory filings to the appropriate government agencies in compliance with legal requirements, including, but not limited to:
 - a. the remittance of income taxes, if any;
 - b. the remittance of Canada Pension Plan contributions;
 - c. the remittance of Employment Insurance payments contributions;
 - d. submissions for Goods and Services Tax rebates; and
 - e. submission of the Charity Information Return.

D. GOVERNANCE

1. The Board of each affiliated agency fulfills at least the following:
 - a. sets both long and short term goals for the organization consistent with the agency's vision and the vision of BBBSC;
 - b. approves and updates (as appropriate) all organizational policies including but not limited to service delivery, information privacy, administration, Human Resources, financial management, and media relations;
 - c. ensures that the agency is funded (without charging a fee to the parent or guardian for the provision of service), located within adequate facilities, staffed and equipped in a manner matched to its programs and services; and
 - d. annually approves a budget and regularly monitors revenue and expenditures.
2. Board roles and responsibilities are clearly stated, in writing, and guide the actions of all Board members.
3. The affiliated agency has a Board development system which includes recruitment, orientation, training and leadership development, and evaluation. (Interpretation: The Board's composition is reflective of the community it serves and has the skills required to effectively govern the agency.)
4. Board members receive an orientation to the Agency, they know and understand all agreements, policies and standards that guide it and update their knowledge regularly through conference attendance, communication with National and other Agencies and time spent with staff of their own Agency.
5. An overview of the agency and of board responsibilities is shared with individuals before they become Board members.

6. Minutes of all Board meetings are maintained by the agency as per government regulations.
7. Board chairs provide the National Office with their personal contact information to facilitate communication between the National and local Boards of Directors.
8. The majority of Board members are not related personally in a way that compromises their judgment in actuality or in the perception of the community.
9. Board members in executive positions, or with signing authority, are not related personally in a way that compromises their judgment in actuality or in the perception of the community.
10. Board members are not related to staff in any way that compromises their judgment in actuality or in the perception of the community.
11. The affiliated agency has policies and procedures in place to define accountability, responsibility and communications.
12. The Board of Directors of affiliated agencies has adopted a Code of Ethics consistent with the Code of Ethics endorsed by Big Brothers Big Sisters of Canada. (BBBSC's Code of Ethics will be attached.)

E. FINANCIAL MANAGEMENT

1. The affiliated agency has financial policies which reflect Canadian generally accepted accounting practices.
2. The record retention policies are consistent with the Income Tax Act of Canada.
3. Internal financial controls are established and followed, including, but not limited to:
 - a. Appropriate signing authorities (should cover cheques, income tax receipts, purchases and contracts/other commitments);
 - b. Internal reporting;
 - c. Receiver general payments, etc.; and
 - d. checks and balances to ensure money received is deposited in a timely manner and accounted for.

Receipts for income tax purposes conform to the requirements of Taxation Canada.

5. The affiliated agency has a fund development strategy which is reviewed annually and approved by the Board. The strategy is developed with an eye towards sustainability.

6. The affiliated agency follows a policy of ethical fundraising. (Interpretation: visit http://www.ccp.ca/page.asp?ethical_fundraising_code_one for an example)
7. The affiliated agency has a policy regarding safeguarding of personal information of benefactors. (Interpretation: provide BBBSC's)
8. A monthly financial reporting package is submitted to the Board for approval. The contents should include, at minimum:
 - a. Balance sheet;
 - b. Statement of operations for the month, and year-to-date;
 - c. Comparison to budget for the month, and year-to-date;
 - d. Comparison to prior year's actual for the month, and year-to-date.

F. HUMAN RESOURCES MANAGEMENT

PLEASE NOTE: The current HR standards that can be found in the Child Safety Standards will be moved from Child Safety to Organizational Management.

1. The affiliated agency hires a senior staff person who leads and manages the agency.
2. The Board of Directors has a process in place whereby it assesses the leadership needs of the agency and a process for assessing applicants to meet those identified needs. The Board of Directors provides for ongoing training to ensure that appropriate skills and capabilities are developed in the senior staff person.
3. The Executive Director¹ takes BBBSC-specific orientation, relevant to their position, within the first year of employment.
4. The affiliated agency has a system whereby human resources policies are reviewed and communicated to staff on a regular basis.
5. Human resources files are kept for all staff and are stored, at the agency's main office, in a locked cabinet.
6. The Board has a policy addressing staff relationships with clients. (Interpretation: the agency is conscious of the degree to which staff relationships could impact the viability and credibility of the agency" ... a sample will be provided)
7. The affiliated agency ensures that all new staff members receive orientation to the agency's policies and practices (Interpretation: this would include to federal and provincial privacy legislation).
8. The affiliated agency has written policies and procedures for the recruitment, selection, training, assignment, supervision and evaluation of students.

¹ Executive Director refers to senior staff and may be called Manager or Casework/ED, etc.

9. Students are supervised by a qualified staff member.
10. Students share opinions and recommendations, but final decisions are made by a qualified staff member.
11. Supervisors sign off on all casenote entries made by the students doing service delivery.
12. Interviews with volunteer applicants conducted by students are supervised to a degree commensurate with their education and experience.

H. MEDIA RELATIONSHIPS

1. The affiliated agency has established a communications strategy to keep internal stakeholders such as little sisters and brothers, families, volunteers and donors up to date on agency activities and decisions.
2. The affiliated agency has established a public relations strategy designed to increase awareness of the goals of Big Brothers Big Sisters among members of the public and others not directly involved with the agency.
3. The affiliated agency takes a proactive approach to media relations, developing relationships and providing information, news releases and story ideas that promote the work of BBBS.
4. The affiliated agency responds quickly and as openly as possible to all requests for information from the news media.
5. The affiliated agency has established a communications protocol to allow for fast, responsible and compassionate interaction with key stakeholders and the media in the event of a crisis.
6. The affiliated agency has identified a key organizational spokesperson and secondary spokesperson and has made appropriate training available to ensure the best representation of the agency in high profile situations.
(Interpretation: samples attached)

I. BUILDING ALLIANCES

1. Partnerships are forged with organizations, corporations, government, etc. to further the well-being of children in their community and to increase the visibility of the agency and its services.
2. Communities are well-informed of the services of affiliated agencies.
3. The affiliated agency is aware of the local community demographics and the services provided by other child serving organizations in the community.

J. FACILITIES

1. The organization maintains a location/office that is external to a staff member's or board member's personal dwelling. (Interpretation: build community profile, have visibility in the community, be considered a viable, professional, legitimate organization which provides high quality service, and so that information is accessible and properly safeguarded.)
2. The affiliated agency maintains a safe and accessible physical facility.
3. The affiliated agency ensures that it has space for conducting private interviews in a professional environment.

K. RISK MANAGEMENT

1. The affiliated agency regularly assesses the safety risks for staff, volunteers and children and their families. Appropriate policies and procedures for risk management are developed and implemented.
2. The affiliated agency has policy and procedures in place for protecting documents in the event of a disaster such as fire or flood.
3. All insurance policies of the agency are kept for 100 years after their expiration date.

L. INFORMATION PRIVACY

1. The affiliated agency has named a Chief Privacy Officer. (Interpretation: explain that this could be incorporated into an existing position – ED, Fundraiser, Marketing, etc.)
2. The affiliated agency implements and publishes a privacy policy addressing applicable federal and provincial privacy legislation. (Interpretation: sample provided)

3. The affiliated agency obtains and retains an individual's consent for the personal information it collects.
4. The affiliated agency ensures the security of all personal information in its possession and shall establish and maintain appropriate security controls.
5. The affiliated agency ensures that appropriate privacy measures are in place and active within any third party organization before entering into an agreement to share personal information with said third party.

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www.charitylaw.ca

www.carters.ca/pub/checklst/charity.pdf

www.charityvillage.com/cv/research/index.asp

Human Resources in the Voluntary Sector: with resources and good HR Practices Tool Kit on www.hrvs.ca

The preamble:

- Should have a positive tone
- Clear sense of where fits into own organization
- Inclusivity of process by which developed
- Role in increasing strength and resilience ; degree to which it is important re: strat plan and growth goal
- Fit within organizational policies and procedures and that these are a minimum
 - Agencies can do more
 - Launching pad
 - Share development with rest of movement and build capacity of member agencies and movement
- Remove the language of “minimum” to commonly accepted standard that strong agencies exhibit
- “foundational” vs “minimum” Standards
- avoid the word “minimum” in titles but use a phrase that suggests these are the base and can build on
- use “asset building” language