SECTION 2
BCAHA POLICIES,
PROCEDURES AND PRACTICES

BCAHA Policies, Procedures and Practices for Success

Developing Your Constitution and Bylaws

Constitution

The constitution for your organization has two important points:

1. The proper legal name of your organization
2. The purpose of the organization.

Bylaws

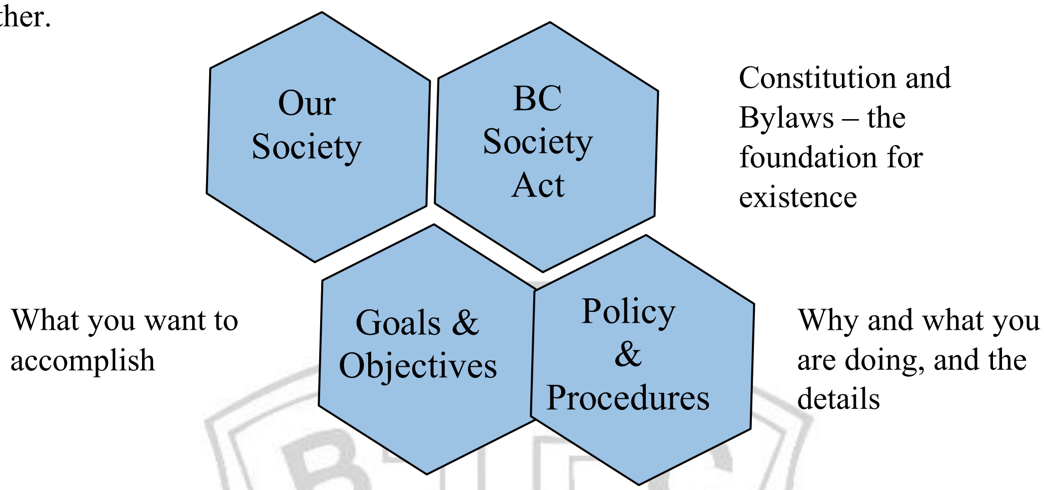
Bylaws are the basic rules of the organization, and are clear statements about the rules of operation. They determine the responsibility and authority of the society and the board of directors/executive. They must be consistent with the *BC Society Act*. For more information on by-laws see the website: www.bcregistryservices.gov.bc.ca

The following is taken directly from their website:

(1) The bylaws of a society incorporated under this Act must contain provisions for the following:

> (a) The admission of members, their rights and obligations and when they cease to be in good standing;
>
> (b) The conditions under which membership ceases and the manner, if any, in which a member may be expelled;
>
> (c) The procedure for calling general meetings;
>
> (d) The rights of voting at general meetings, whether proxy voting is allowed, and if proxy voting is allowed, provisions for it;
>
> (e) The appointment and removal of directors and officers and their duties, powers and remuneration, if any;
>
> (f) The exercise of borrowing powers;
>
> (g) The preparation and custody of minutes of meetings of the society and directors.

Putting it all together; this chart shows how the organizational pieces of your society fit together.



For more information on the BC Society Act click on the following link:

http://www.bclaws.ca/civix/document/id/complete/statreg/96433_01

Reports Required Under the BC Society Act

The following reports are required under the BC Society Act on an annual basis:

- **Notice of Change of Directors** – Form 7: REG775 – This must be filed annually after the election of officers.
- **Annual Report** – Form 11: REG731B – This must be filed annually after the AGM.

Other reports are required when particular events occur, for example a Copy of Resolution, Form 10: REG782, which must be filed after a resolution has passed. Please note the following **important information on the Form 10, Copy of Resolution:**

- Check one box only. **Special resolution** to change constitution or bylaws; borrowing; for removal of or to change number of directors; for amalgamation of societies; for accountability; for subsidiaries; or to expel a member. **Ordinary resolution** for voluntary dissolution; to appoint a director; for remuneration of an auditor; or for removal of an auditor. **Directors' resolution** to permit some of the society documents to be kept at places in B.C. other than the address of the society; or application to be or not to be a reporting society.
- Provide a brief statement describing the reason for the resolution. **Note: a directors' resolution regarding location of documents must describe the documents to which it applies and the place they are to be kept.**

A resolution, other than one changing the number of directors or removing a director, does not take effect until it is filed with the registrar.
For more information on BC Society Act forms click on the following link:
http://www.bcregistryservices.gov.bc.ca/bcreg/corppg/forms/society.page
Important Steps to Follow When There Are Changes to Your Charity

An important asset for all Auxiliaries is their charitable status. Charitable status is valuable to have; can be lost, if proper procedures are not followed, and is very challenging to regain, once it is lost. That is why it is so important to correctly report significant changes to your charity's mode of operation or legal structure.

Any changes to a Charity's constitution and/or bylaws requires proper documentation and registration at both the provincial and Federal levels.

In British Columbia, if you are a registered Society, the documentation must be sent to the BC Registry office. The link for more information is:
www.bcregistryservices.gov.bc.ca

Federal law requires information to be sent to the **Charities Directorate**. For more information check the website for the Charities Directorate: www.cra-arc.gc.ca/charitiesandgiving

The following is information taken from the CRA (Canada Revenue Agency) website: www.cra-arc.gc.ca/charities

Checklist
Please be certain your charity has contacted or notified the **Charities Directorate** in the following circumstances:

- to ensure any proposed changes to the charity's objects or activities qualify as charitable;
- to obtain approval before making a change to the charity's fiscal period-end;
- the charity wishes to request:
    - permission to accumulate property (funds),
    - a re-designation,
    - associated status, or
    - a disbursement quota reduction;
- the charity has changed its name, address, telephone or fax numbers, email address, or contact information and has not already identified the change(s) on the Registered Charity Basic Information sheet;
- the charity has changed its governing documents (constitution, articles of incorporation, etc.);

- the charity has been part of an amalgamation, merger, or consolidation;
- the charity is no longer in operation and wishes to have its registration voluntarily revoked.

What should *not* be filed with the information return?
Do not file copies of amended governing documents with the information return. If the charity has made changes to its governing documents during the fiscal period, it should mail an official copy of the amended governing documents in a *separate envelope* to avoid processing delays.
Do not file copies of official donation receipts with the information return.
Do not file requests for changes to contact person, telephone numbers, mailing address, etc., with the information return unless the changes are indicated on the Registered Charity Basic Information Sheet (TF725). Requests for changes not indicated on the Registered Charity Basic Information sheet should be mailed separately to avoid processing delays.

Implementing Effective Policies and Procedures

Why Have Policies and Procedures?
A well-laid out policy and procedures manual will help attract informed members and allow the organization to operate more efficiently and effectively. Bylaws provide the overall framework, but don't cover day to day operations of your society. A policy and procedures manual gives your organization a tool to run the programs, facilities and events that are your unique contribution to your healthcare facility and your community.
Policies answer the questions **WHY?** and **WHAT?**

- Why your society exists - its philosophy, mission and goals.
- What your society wants to be recognized for - programs, activities and services.

Procedures answer the question **HOW?**

- How you carry out and embody the policies you create.

Benefits of a Policy and Procedures Manual
There are some very good reasons why it's worth the time and effort to commit what you are about and how you will achieve success to paper. A policy and procedures manual can:

- Save time and effort. When issues arise the policy manual is checked for relevant existing policy. Time spent reinventing the wheel or recreating policy is avoided.
- Assist in new member recruitment. Policies and procedures clearly tell interested people what you are all about.
- Provide detailed job/position descriptions
- Orient new members, directors and executive about their purpose, job standards and expectations.

- Provide continuity and consistency in decision making, ensuring the organization stays on track even when the board of directors/executive change.
- Set a positive direction for the organization a guide for leadership which takes a proactive approach to present and future issues.
- Provide a way to review existing programs and services to ensure needs are met.
- Help avoid conflict and the potential for misunderstanding.

Types of Policy and Procedures to Consider

When developing policy start with the most general then move on to the more specific. Some policy issues may be appropriate in more than one place (e.g. conflict of interest). Consider listing general policies at the beginning of the manual or repeat the appropriate policy wherever it relates. Group policies into categories that are meaningful to your organization, or develop each policy as it relates to your mission and goals.

The following four categories: people, money, facilities & equipment, and activities & programs have corresponding potential policy issues. This list is not exhaustive. Use it as a starting point for your organization. Each policy issue requires that a policy statement and accompanying procedures be developed. The following lists provide further examples that you may wish to include in your policy and procedures manual.

People Issues
Volunteers
Confidentiality
Public Relations
Codes of Conduct

Money Issues

Conflicts of Interest
Financial Planning
Budget Access and Control
Fund Raising
Public Relations

Facility and Equipment Issues
Complaints
Facilities - rental fees, hours of operation
Equipment - loans or lease
Public Relations

Activities & Program Issues

Community involvement
Complaints
Program descriptions
Special Events
Public Relations

Goal Setting to Increase Your Auxiliary's Effectiveness

Setting goals and working toward them can help your Auxiliary to achieve success. Goals can be set for either a long or a short period of time.

- Short Term Goals: These are goals that you can accomplish within a short period of time, i.e. 3 days or 2 weeks.
- Long Term Goals: These are goals that you can accomplish within a long period of time, i.e. 6 months or 5 years.

Here are some tips on how to set effective goals and objectives. Just remember the acronym:

S.M.A.R.T.

S = Specific **M=Measurable** **A=Achievable**

R=Relevant **T=Time-bound**

Specific - Goal objectives should address the five Ws… who, what, when, where, and why.
Make sure the goal specifies what needs to be done with a timeframe for completion. Use action verbs…create, design, develop, implement, produce, etc. Example: develop a phoning committee by month end.
Measurable: Goal objectives should include numeric or descriptive measures that define quantity, quality, cost, etc. How will you and your committee members know when the goal has been successfully met? Focus on elements such as observable actions, quantity, quality, cycle time, efficiency, and/or flexibility to measure outcomes, not activities. Example: recruit two new members each month.
Achievable: Goal objectives should be within the committee member's control and influence; a goal may be a "stretch" but still feasible. Is the goal achievable with the available resources? Is the goal achievable within the timeframe originally outlined? Consider authority or control, influence, resources, and work environment support to meet the goal. Example: have a website operational within one year.
Relevant: Goals should be instrumental to the mission of the organization or committee. Why is the goal important? How will it help achieve the objective? Develop goals that relate to the members' key accountabilities or link with committee goals that align with the organizations' agenda.
Time-bound: Goal objectives should identify a definite target date for completion and/or frequencies for specific action steps that are important for achieving the goal. How often should the member work on this assignment? By when should this goal be accomplished? Incorporate specific dates, calendar milestones, or timeframes. Example: review the policy and procedures manual every three years.

Guidelines for Honouring Auxiliary Members

There are a number of ways to honour members within individual Auxiliaries; for example:

- **Certificate of Appreciation**
  - An Auxiliary member who is leaving the community.
  - An Auxiliary member who has convened a major event or fulfilled a significant responsibility.
  - An Auxiliary member who has donated many years of continued and valuable service.
- **Outstanding Service Pin**
  - An active Auxiliary member who deserves special recognition of a job well done.
- **Local Life Member**
  - A person who has been an active Member for at least ten years and has shown commitment and dedication through service to the Auxiliary.
- **Local Honorary Life Member**
  - A person, either Auxiliary member or other, who is deemed worthy because of their long-term support.
- **Provincial Life Member**
  - See provincial guidelines: **(Section 1)**
    - Guideline 1 - Leadership & Executive Service
    - Guideline 2 – Long Standing & Reliable Service

Resolving Differences That Can Affect Success

Even within the most effective Auxiliary, conflicts can arise. Conflict can be a natural offshoot of any dynamic relationship, and Auxiliaries are not immune to this possibility. Learning how to handle conflict effectively is the key to preventing it from hindering not only volunteers' professional growth, but the continued success of your Auxiliary.

Leaders from all backgrounds can benefit by learning the art of heart-centered communication -- which is simply authentic communication that comes from a place of respect for self and others. When a heart-centered approach to conflict resolution is engaged, more often than not, it can make the difference between positive and negative outcomes.

Here's how it works: In any dialogue, there are two fundamental needs that must be met -- the ego need and the practical need. The ego needs are: to be listened to, valued, appreciated, empathized with, involved, and empowered. The practical need refers to the obvious: the reason for having the discussion that focuses on resolving the conflict.

To address both needs, employ the Three Golden Rules of Engagement:
1. Listen and respond with empathy
2. Be involved; ask for the other person's opinions, ideas and thoughts
3. Maintain and affirm self-esteem

The following is a five-step process that can be invaluable in handling conflict between both individuals and groups.

Step 1: Identify the source of the conflict. The more information you have about the cause of the conflict, the more easily you can help to resolve it. To get the information you need, use a series of questions to identify the cause, like, "How did this incident begin?" "When did you feel upset?" "Do you see a relationship between that and this incident?"

As a mediator, you need to give both parties the chance to share their side of the story. It will give you a better understanding of the situation, as well as demonstrate your impartiality. As you listen to each disputant, say, "I see" or "uh huh" to acknowledge the information and encourage them to continue to open up to you.

Step 2: Look beyond the incident. Often, it is not the situation but the perspective on the situation that causes anger to fester and ultimately leads to a shouting match or other visible – and disruptive – evidence of a conflict.

The source of the conflict might be a minor problem that occurred months before, but the level of stress may have grown to the point where the two parties have begun attacking each other personally instead of addressing the real problem. In the calm of your office, you can get them to look beyond the triggering incident to see the real cause. Once again, probing questions will
help, like, "What do you think happened here?" or "When do you think the problem between you first arose?"

Step 3: Request solutions. After getting each party's viewpoint on the conflict, the next step is to have each of them identify how the situation could be changed. Again, question the parties to solicit their ideas: "How can you make things better between you?" As mediator, you have to be an active listener, aware of every verbal nuance, as well as a good reader of body language. Just listen. You want to get the disputants to stop fighting and start cooperating, and that means steering the discussion away from finger pointing and towards ways of resolving the conflict.

Step 4: Identify solutions both disputants can support. You are listening for the most acceptable course of action. Point out the merits of various ideas, not only from each other's perspective, but in terms of the benefits to the organization. (For instance, you might point to the need for greater cooperation and collaboration to effectively address team issues and departmental problems.)

Step 5: Agreement. The mediator needs to get the two parties to shake hands and agree to one of the alternatives identified in Step 4. Some mediators go as far as to write up a contract in which actions and time frames are specified. However, it might be sufficient to meet with the individuals and have them answer these questions: "What action plans will you both put in place to prevent conflicts from arising in the future?" and "What will you do if problems arise in the future?"

You may well find that the work involved in resolving a conflict can bring new elements of strength to your Auxiliary, which will prove of great benefit over the longer term.

Guidelines for Auxiliaries to Manage and/or Dismiss a Volunteer

Volunteer roles are very important to the mission of the organization, and if the job isn't getting done or if the volunteer is lowering the morale of the other volunteers, the auxiliary has a responsibility to correct the situation. Other volunteers serving the organization deserve to be part of a work environment that honors good performance and addresses problematic situations. For the good of the program and the morale of all the workers, problems must be addressed.

Any decision to engage or to dismiss a volunteer needs to be free of discrimination. This includes race, creed, gender, sexual orientation, and age.

If the auxiliary has developed very specific job descriptions and expectations, they then can talk to the volunteer when those expectations are not being met. Performance coaching, the one-on-one meetings that happen between the auxiliary and the volunteer, may provide an opportunity to resolve any concerns. The goal of performance-coaching is to get the project back on target, and this alternative is both easier to implement and managerially preferable to making a decision to terminate a volunteer.

Avoiding Issues
A. Carefully **screen** volunteers before they get involved.

B. Initiate a planned orientation program with very specific examples of the requirements and unacceptable behavior.

C. Develop a Volunteer Manual, which clearly outlines the duties, responsibilities and expectations of volunteer staff (or paid employee). Include policies on probation, suspension, and termination. Expectations of quality service required from both paid and volunteer staff need to be clearly spelled out. The more documentation you have, with clear expectations and with conditions and policies for termination, the better. Distribute the policies to all volunteers.

Progressive Discipline

Progressive discipline is a process of warnings and discipline that takes into account past actions and consequences. It starts with a verbal warning. A verbal warning is usually a first corrective measure that may or may not have an associated disciplinary connotation (which needs be documented and put into a member's file.) The next step would be a written warning, a documented explanation of the problem and its resolution, which may include a period of probation or suspension of privileges.

If all the above actions fail to resolve the issue, the last stage would be dismissal.

How to Conduct an Investigation and Analysis

- Meet in private with the person
- Clarify the problem or difficulty
- Allow the volunteer to explain the situation
- Try to identify common areas of agreement and common goals or values
- Keep conversations based on issues, not personalities
- Listen attentively
- Do not interrupt
- Allow silence
- **DOCUMENT discussions**

During the coaching and investigation period, it is very important to document, document, document. The documentation demonstrates that the auxiliary does a fair job of enforcing the system. It requires equal and fair application of the rules (no playing favorites), and records appropriate training or remedial plans or actions. Here is an example of documentation.

Performance Coaching Meeting:
Auxiliary representative: Jon Jackson
Volunteer: Lucky Smith
Discussion: I talked with Lucky about not showing up for his volunteer shift at the information desk on June 5, July 6, and August 14th. He said he had a family emergency in June, was on vacation in July, and just forgot in August. He was sorry and would try to do better. We talked about him getting a replacement when he could not make it. He said he would.

Dismissal Meeting

Dismissal should be the last resort. Consider ONLY when:

- The continued involvement of the volunteer is having a negative impact with the members of the organization, the clients, or the public.
- The auxiliary has tried all of the suggestions in performance coaching (listening, coaching, training, etc.) but nothing seems to be working.

Steps in dismissal:

1. Schedule a meeting with the person, in a private setting. This will preserve the dignity of the volunteer and yourself.

2. Be prepared. Plan what you are going to say, possibly script your comments, and stay on task.

3. Assign a third person to be in the room with you. This person does not need to say anything and serves as a witness to the situation.

4. Be specific. State the reasons for the termination and present them in writing. Allow the person to sign the document indicating they understand what is being said.

5. Focus any comments on the performance and avoid personal issues or value comments.

6. Don't negotiate – just state your decision. The purpose of the meeting is simply, and only, to communicate to the volunteer that they have not met the specifics of the performance expectations and are no longer going to be needed.

7. Follow up. Send a follow-up letter to the volunteer stating your appreciation and anything positive that you can say; however, also clearly state the decision that you provided during the meeting. Here is a SAMPLE follow-up letter; please note that this is not a template, but it will give you an idea of how to develop your own letter specific to the situation.

Sample Follow-Up Letter:

Dear____________________,

Thank you for your interest and involvement in________and the time you spent volunteering as a receptionist at our information booth. This is an important position as we make many public contacts. Your outgoing personality and your way with people was a real asset to us.

Members of the auxiliary are disappointed that your schedule did not allow you to keep the requirements of the position charter, as outlined in our volunteer personnel manual. As mentioned in our meeting on______________, we need to seek a replacement for your position and terminate our letter of agreement with you.

Once again, thank you for the time and energy you have devoted to our Auxiliary as a volunteer.

Sincerely,

____

Auxiliary President