



Raven Recycling Society

Board of Directors Information Binder

Prepared for: Raven Recycling Society

Prepared by: Executive Director

Revised: February 2017

Raven Recycling Society Policies
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RAVEN RECYCLING SOCIETY POLICIES

OWNERS

Individuals, organizations, businesses and governments in the Yukon who demonstrate commitment to sustainable and healthy ecosystems.

PREAMBLE

The Raven Recycling Society (Raven) believes that the current scale of human activity is unsustainable in terms of resource use and environmental impact. The integrity of regional and global ecosystem is being threatened. We also recognize the need for a more equitable distribution of the benefits and costs of resource use. Our vision is prosperous sustainable communities within healthy regional and global ecosystems.

1. ENDS

1.1 Global End

The Yukon community (including individuals, organizations, businesses and governments) makes the conscious consumption decisions to achieve Zero Waste. Zero Waste is a waste management philosophy that minimizes the negative impacts to land, air and water and maximizes the product life span and resource life cycle of all materials.

1.1.1. The Yukon community understands and takes actions necessary to achieve Zero Waste by:

- Consuming responsibly;
- Reusing;
- Composting;
- Recycling and;
- Disposing of waste responsibly

1.1.2. Governments foster Zero Waste action by:

- Enacting and implementing legislation and policies;
- Educating Yukon communities; and;
- Providing supportive funding

1.1.3. The community has access to waste management options to achieve Zero Waste.

1.2 Ends Priorities

The following priorities apply to the Ends, with “A” representing the highest priority.

A) End 1.5 The community has continually improving access to responsible waste management options.

- citizens
- public sector
- private sector

with a focus on citizens and the private sector.

B) End 1.3.2 The public sector takes action that results in the continued reduction of the environmental impacts of consumption and waste management by the Yukon community through:

- 1) legislation and policies (*incentives, bans, environmental sustainability, BCR, dumps and operations, implementation, monitoring, resources*); and
- 2) increased education; and
- 3) adequate funding for responsible waste management.

with a focus on End 1.3.2 (1) legislation and policies

C) 1.2 An increasing number of residents:

- 1) consume responsibly
 - consume less
 - make consumption choices that support sustainable communities and healthy ecosystems

2) reduce waste

3) preferentially

a) reuse (share, repair, regift, buy used, reusable packaging)

b) compost (personal and/or City serviced)

c) recycle (find uses for used goods, purchase goods made of recycled goods, recycled and recyclable packaging)

d) dispose of waste responsibly (minimize effects on air, land, water; appropriate disposal for different waste streams – domestic, construction, hazardous)

with a focus on 1.2 (2) reduce waste

Secretary's signature

Date of adoption

2. EXECUTIVE LIMITATIONS

2.1 General Executive Constraint

The Executive Director (ED) shall not fail to ensure that organizational practices, decisions and activities:

1. are prudent, ethical and legal;
2. are directed towards the mission and ends of the Raven as defined by the Board of Directors in its written policies, and;
3. make Raven an organization that models environmental sustainability.

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2.2 Financial Conditions

With respect to operating the Society in a sound and prudent fiscal manner, the ED may not make short term decisions that jeopardize the long-term financial strength of the Society. Accordingly, he or she may not:

1. Cause the Society to incur indebtedness other than:
 - a. accounts payable incurred in the ordinary course of doing business, and
 - b. indebtedness in the form of Raven credit cards the combined credit limits of which shall not exceed \$20,000 and that may only be used with the following conditions:
 - i. purchases may only be incurred for operational requirements, and
 - ii. the ED shall require all employees responsible for the use of the Raven credit cards to sign a “credit card” contract with Raven.
 - c. indebtedness in the form of an operational line of credit not exceeding \$60,000 that may be used with the following conditions:
 - i. Debts may only be incurred for operational requirements,
 - ii. Line of Credit may not be used for capital purchases or the purchase of real property,
 - iii. Whenever the Line of Credit balance is greater than zero, the ED shall provide Line of Credit details in the ED’s monthly report including Line of Credit balance, debits to the Line of Credit and repayment plan.
 - iv. The Line of Credit must be repaid in full within 30 days from the date of indebtedness.
2. Allow payroll and debts to be settled in other than a timely manner.
3. Allow accounts receivable to be administered in other than a timely manner.
4. Allow expenditures to deviate materially from the annual budget.
5. Use funds from the asset replacement account except for the replacement of assets in accordance with the schedule on the asset replacement list that is attached to the annual budget.
6. Permit the asset replacement account to fall below \$10,000.
7. Use funds from any long-term cash reserves except for the Asset Replacement Account.
8. Make a capital purchase of over \$5,000.00 if that purchase:
 - a. is not included as part of the annual budget,
 - b. is not in accordance with the schedule on the asset replacement list that is attached to the annual budget, or

- c. does not utilize funds expressly for that purpose awarded through a grant process.
- 9. Make a capital purchase that exceeds the budgeted amount by:
 - a. greater than \$1000, and
 - b. greater than 10% of the initial budgeted amount.
- 10. Acquire, encumber, or dispose of real property (land and buildings).

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2.3 Budgeting

With respect to planning budgets for all or any remaining part of a fiscal period, the ED may not jeopardize either programmatic or fiscal integrity of the organization.

Accordingly, the ED shall not:

1. Allow budgeting that contains too little detail to enable reasonably accurate projection of revenues and expenses, separation of capital and operational items, and cash flow.
2. Present a budget that fails to be in a format that can be referenced to the format of the audited financial statements.
3. Present a budget that deviates materially from Board ends policies and priorities.
4. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
5. Present to the Board any financial statement, budget or information that is not in a Board-approved format.
6. Fail to prepare an action plan if anticipated revenues or revenues net of expenses have materially deteriorated.

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2.4 Protection of Assets

To prevent disrepair, excessive risks, untraceable transactions, or conflict of interest in the management of Raven's resources, the ED will not:

1. Exercise, or allow any other person to exercise, sole authority over a financial transaction that exceeds \$500.00.
2. Allow any two individuals, when one is not the ED (or Acting ED), to exercise complete authority over a financial transaction that exceeds \$500.00 except under circumstances where the ED has:
 - a. Defined specific operational requirements where two individuals, not including the ED or Acting ED, may exercise such authority, and
 - b. Established a requirement for the individuals to report these transactions to the ED or Acting ED.
3. Fail to follow good hiring practices, such as doing reference checks on new employees nor fail to provide adequate supervision of employees, particularly those that handle cash.
4. Fail to hire competent finance staff nor fail to adequately supervise finance staff to ensure that bookkeeping functions are completed accurately, on a timely basis and in accordance with general accounting principles.
5. Deposit Raven funds in institutions where they are not protected by CDIC or equivalent, unless approved by the Board.
6. During any calendar month, maintain a Working Capital (Current Assets – Current Liabilities) that is less than 1.5 times monthly expenses for that month, except:
 - a. as reported in the ED's monthly report, and
 - b. for the first two quarters of the fiscal year (April to September inclusive), when working capital may be no less than 1.2 times monthly expenses for that month.
7. Allow Raven property to be inadequately protected from loss, damage, contamination or theft.
8. Allow building and equipment to be subjected to improper wear and tear or insufficient maintenance.
9. Allow insurance coverage of assets to fall below what is considered necessary for prudent risk management.
10. Allow inadequate Board liability insurance.
11. Treat Raven recyclable commodities as anything but valuable resources.
12. Endanger the organisation's public image or credibility, particularly in ways that would hinder its accomplishment of mission. Meet with Ministers, Deputy Ministers, Chiefs or the Mayor or Councillors without a member of the Board's executive or designate in attendance. Issue a press release without reviewing it with a member of the Board's Executive or designate.

13. Fail to adequately protect RRS in all legally-binding agreements to which RRS is a party.

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Date of adoption

2.5 Employee Treatment

The Executive Director's authority, with respect to the treatment of paid and volunteer staff, is limited so as to assure that the rights of employees to fair, equitable, and humane treatment and a safe working environment are not impeded. Accordingly, the Executive Director shall not:

1. Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
2. Take action against any staff member for expressing an ethical job-related dissent.
3. Prevent staff from grieving to the board when (1) internal grievance procedures have been exhausted and (2) the employee alleges either that (a) Raven personnel policy has been violated or (b) Raven personnel policy does not adequately protect his or her human rights or meet Labour Standards.
4. Fail to acquaint staff with their rights under this policy.
5. Permit Raven Recycling Society to be an undesirable organization in which to work and volunteer.
6. Fail to take reasonable steps to protect all paid and volunteer staff from unsafe or unhealthy conditions.

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2.6 Administrative Continuity

The long-term integrity of the organization depends on the maintenance of systematically kept records and data that are accessible and available. Hence, the ED shall not:

1. Operate without administrative procedures to manage records, data, and correspondence to assure operational and administrative continuity.
2. Fail to ensure that operational and administrative activities are carried out in accordance with the appropriate procedures.

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Date of adoption

2.7 Communication and Counsel to the Board:

With respect to providing information and counsel to the Board, the Executive Director may not cause or allow the Board to be misinformed. The ED may also not allow the Board to be uninformed, except temporarily where necessary to safeguard the business interests of RRS. Accordingly he or she must not:

1. Allow the Board to be unaware of relevant trends, public events of the Society, and material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
2. Fail to submit the required monitoring data (see policy on Monitoring Executive Director Performance) in anything but a timely, accurate, and understandable fashion, directly addressing provisions of the Board policies being monitored.
3. Present information in unnecessarily complex or lengthy form.
4. Fail to deal with the board as a whole except for fulfilling individual requests for information and for dealing with the executive committee.
5. Fail to report actual non-compliance with any policy of the Board. The ED shall report any non-compliance with a policy as per the monitoring schedule, unless it is a material non-compliance in which case it should be communicated in as timely a manner as possible to the President.
6. Fail to advise the Board, where practicable, of anticipated non-compliance with any policy of the Board. The ED shall advise the President of such anticipated non-compliance as soon as practicable after becoming aware of the anticipated non-compliance.
7. Fail to inform the President or Vice President when appointing an acting Executive Director.

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Date of adoption

3. BOARD GOVERNANCE

General Governance Commitment

The purpose of the Board is to see that Raven achieves the Board's ends and avoids unacceptable actions and situations.

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Date of adoption

3.1 Moral Ownership

The Board exists on behalf of a larger group of persons who morally own the organization. The Board is accountable to our moral ownership.

(adapted from statements in *Reinventing Your Board* by J. Carver and M.M. Carver)

Raven’s owners are **“People in the Yukon who are committed to sustainable communities and healthy ecosystems.”**

Secretary’s signature

Date of adoption

3.2 Role of Board of Directors

The role of the society is to achieve the purpose as stated in the constitution in a prudent and ethical manner. The role of the board is to make contributions necessary for proper governance and management of the society. These are:

1. Connection between the society and its ownership. So that, the Board shall inform itself regarding the values held by the people it represents.
2. Written governing policies that concern:
 - a. Ends (what benefits, which needs, what cost)
 - b. Executive limitations (prudent and ethical constraints binding upon the staff)
 - c. Governance process (how the board carries out its task)
 - d. Executive linkage (passing of power and measurement of its use)
3. The Board will produce assurance of ED performance (against the Ends Policies and Executive Limitations)

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3.2 MONITORING MECHANISMS:

1. The Board shall report periodically to the ownership on its stewardship. At least once a year, the Board shall disseminate a statement of its values and ends based on these values and give an accounting of its financial resources and the extent to which these funds have been translated toward these ends. (1,2)
2. There will be at least one annual discussion by the Board of the links between the Raven and its owners. (1)
3. The Board will annually review and comment on the Budget Report as presented by the ED and compare it to Raven's Purpose and Ends Policies. (3)
4. The Board will review the ED's monitoring reports to determine progress on the Mission and Ends Policies. (3)
5. Periodically seek input from the owners.

3.3 Governing Style

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 chief executive roles; collective rather than individual decisions; future rather than past or present; and proactivity rather than reactivity. In this spirit the Board will:

1. Keep its major involvement with the intended long-term impact of the organization, not with the administrative or programmatic means of attaining those effects.
2. Direct, control, and inspire the organization through the careful deliberation and establishment of policies. Policies will be statements of values or approaches which address (a) the "ends" (what benefits for which needs at what cost), (b) the executive limitations (the boundaries of prudence and ethics to be observed by staff), (c) board governance, and (d) the board-executive relationship. (See also Article 6.1 of the bylaws).
3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to attendance, policy-making principles, respect of clarified roles, speaking with one voice, and self-policing of board tendencies to stray from rigorous governance.
4. Provide for continual Board development, including orienting new Board members in the Board's governance process and periodically discussing process improvement.
5. Allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
6. Monitor and discuss the Board's process and performance at each meeting by, for example, comparing Board activity and discipline to policies in the Governance Process and Board-ED Linkage categories.

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Date of adoption

3.3 MONITORING MECHANISMS:

1. The Board will provide an information package to each new director prior to their first meeting.
2. The Board will review each Policy and its Monitoring Mechanisms regularly with some Policies reviewed at each Board meeting.
3. Annually, the Board will complete a checklist confirming their completion of monitoring mechanisms.
4. There will be a Board self-assessment undertaken at each Board meeting.
5. There will be 1-2 educational sessions each year. (See section 2 of the policy)

Orientation Information for New Board Members

1. Policy Binder
 - Constitution and by-laws
 - Current policies
 - Outline of the legal duties and potential liabilities of directors of non-profit organizations
 - Society's Act link
 - Staff organization chart
 - Link to Board webpage
2. Copy of the most recent annual financial statements and budget.
3. Carver Guide – Basic Principles of Policy Governance
4. Short memo from the President outlining a short history of Raven and the Raven board philosophy and requesting a signed Code of Conduct and confidentiality agreement.

3.4 Board Members' Code of Conduct

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. Accordingly:

1. Board members commit to fully participating in Board activities, including:
 - reading all materials necessary to properly fulfill responsibilities as a Board member;
 - attending all Raven Board meetings; (see Article 6.7 of the bylaws) and;
 - carrying out all agreed upon Board tasks in a timely manner.
2. Board members must represent the interests of the “ownership”, which supersedes personal interests.
3. Directors must disclose all actual and potential conflicts to the President and vice President. This includes informing the Board of any circumstance that may have a negative effect on their ability to perform the duties required of them.
4. When the Board is to decide upon an issue about which a Board member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.
5. As per Article 6.9 of the bylaws, no director shall benefit financially in any way from their involvement with the Board of Directors.
6. Board members must not use their positions to obtain employment for themselves, family members or close associates. Should a Board member desire employment, he or she must first resign.
7. Directors must not knowingly take advantage of, or benefit from, information that is obtained in the course of their official duties and responsibilities to Raven that is not generally available to the public;
8. Board members' interaction with the ED and/or with staff must recognize the lack of authority vested in individual Board members except when explicitly Board authorized.
9. Board members shall not represent RRS to the public, press or other entities without explicit Board authorization.
10. Board members will not espouse judgments of ED or staff performance outside of the Board's deliberations.
11. Board members will respect the confidentiality appropriate to RRS issues and will sign a confidentiality agreement.

3.4 MONITORING MECHANISMS:

1. Each director will report to the President or Vice President, any potential conflicts as soon as practicable. (2,3,4,5)
2. At each meeting, directors will report to the Board any instances where they spoke or acted on behalf of the Raven in their role as a director. (9)

3. The ED or any director must report to the President or Vice President when any of the following becomes known:
 - any instances of interference with staff, funders, or any other person or organization linked to the Raven by a director;
 - misrepresentation of the Raven by a director;
 - a director acting on behalf of the Raven between meetings without the knowledge or permission of the ED. (5,7,8,9,10,11)

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The Ideal Board Member Qualifications

1. Commitment to the ownership and to the mission.
2. Ability to think in terms of systems and context.
3. Ability and eagerness to deal with values, vision, and the long term.
4. Ability and willingness to participate effectively in deliberations.
5. A willingness to delegate and to allow others to make decisions.
6. Commitment to governing as described in the policies of Raven.

3.5 Board Executive Roles

As per Article 6.1 of the Constitution, the Executive officers of Raven include the President, Vice-President, Treasurer, and Secretary, as well as the immediate past President.

3.5.1 President's Role

The President assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties. (See also Article 7.1 of the Constitution).
Accordingly:

1. The job result of the President is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the Raven.
 - a Board meeting discussions will address only those issues that, according to Board policy, clearly belong to the Board to decide, not the ED.
 - b Deliberation will be fair, open, thorough, timely, orderly, and kept to the point.
2. The authority of the President consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-ED Linkage, except where the Board specifically delegates portions of the authority to others.
 - a The President is authorized to use any reasonable interpretation of the provisions of policies.
 - b The President will prepare the agenda for each meeting and ensure that it includes a review of all the monitoring mechanisms required for that meeting and will review the material to be sent to directors and ensure that it is sent to directors prior to a Board meeting.
 - c The President is empowered to chair Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
 - d The President has no authority to make decisions about policies created by the Board and therefore, the President has no authority to supervise or direct the ED.
 - e The President may represent the Board to outside parties in announcing Board-stated positions and in areas specifically delegated to her or him.
 - f The President may delegate his/her authority to another Board member, but remains accountable for its use.

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Date of adoption

3.5.1 MONITORING MECHANISMS:

1. The President will annually report to the members indicating how the organization has met its Mission and Ends Policies, how and why Raven establishes linkages and will include an assessment of the performance of the organization.
2. Directors will review and comment on both the ED's (as required by Section 2.1) and the President's Annual Report to the members.

3.5.2 Roles of Other Executive Board Members

The duties of the Vice-President, Treasurer and Secretary are outlined in Article 7.2 – 7.4 of the Constitution, as follows:

1. The **Vice-President** will act in the absence of the President. S/he will also monitor the consistent operation of the monitoring system.
2. The **Treasurer** is to perform duties in connection with finances of the Society as may be required by the Board. These duties will neither lessen nor add to the ED's accountability to and only to the Executive Limitations policies.
3. The **Secretary** shall ensure that a complete set of Board documents is maintained, and shall attest formally to the legitimacy of Board documents by affixing his/her signature. The Secretary is also responsible to the Board for reporting on and noting any inconsistencies of Board actions.

3.5.2 MONITORING MECHANISMS:

1. Directors shall report to the Board if the Vice-President, Treasurer, or Secretary is not performing their duties adequately. (1,2,3)

3.6 Board Committee Principles

The Board may establish standing committees or ad hoc committees to help carry out its responsibilities. Committees will be used so as to minimally interfere with the wholeness of the board's job.

1. Committees shall include two or more people and may be comprised of Board members, staff members, owners or other people as appropriate. Membership on any committee shall be made up of not less than 50% Board members and shall include at least two Board members.
2. Committees may not speak or act for the Board.
3. Committees are to help the board do its job, not to help the staff do its job. Committees will not be created by the board to advise staff, though staff may provide input to the Board as members of committees.
4. Committees may assist the Board by carrying out a variety of duties such as:
 - a. Preparing policy alternatives and implications for Board deliberation,
 - b. Conducting monitoring of policies,
 - c. Gathering input from Raven's ownership,
 - d. Carrying out responsibilities related to the management of the ED, and
 - e. Conducting research to support Board decisions.
5. Committees will report the results of their work to the entire Board.

This Policy applies to any group that is formed by Board action, whether or not it is called a committee and whether or not the group includes Board members.

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Date of adoption

3.7 Board Meetings

Board meetings will be designed so that the business of the board can be carried out efficiently and effectively. Accordingly:

1. The Board will hold regular monthly meetings, once per month in every month except July and August.
 - a. Regular board meetings will be held on the third Tuesday of the month
 - b. Regular board meetings will begin at 5:30 PM with dinner provided by Raven
 - c. The Chair will call the meeting to order at 5:45 PM.
 - d. Regular board meetings are expected to adjourn at or before 7:45 PM.
 - e. Board members may participate in person or by electronic means.

2. The President may schedule special meetings of the Board at any time.
 - a. The President shall invite all members of the board to any special meeting.
 - b. The President may, as appropriate, advise the ED about special meetings, or invite the ED to special meetings.
 - c. A special meeting may be a face-to-face meeting, a phone conference or an electronic meeting via email or other electronic communication mechanism.
 - d. Decision-making through electronic meetings shall include:
 - i) a motion proposed by a member of the board,
 - ii) a seconder for the proposed motion,
 - iii) an opportunity for discussion of the proposed motion,
 - iv) voting on the motion through written (electronic) means, and
 - v) a written record of the motion, discussion and voting results.
 - e. A decision at an electronic meeting is only valid if a quorum of the board record votes. Votes at an electronic meeting may include “for,” “against” or “abstention.”

3. The Board may cancel or re-schedule a regular monthly meeting.

4. Greater than 50% of board members shall constitute a quorum for a board meeting.

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Date of adoption

4. BOARD-EXECUTIVE RELATIONSHIP POLICIES

4.1 Delegation to the ED

All Board authority delegated to staff is delegated through the ED, so that all authority and accountability of staff and the organization can be phrased -- insofar as the Board is concerned -- as authority and accountability of the ED. Therefore:

1. The Board may not fail to authorize the ED to establish all internal policies, make all decisions, take all actions and develop all activities that are true to the Board's policies.
2. The Board may, by extending its policies, "undelegate" an ED's authority, when the Board deems it necessary to do so.
3. The Board may not exercise authority over the ED except by majority vote. Individual Board members shall not direct any staff.
4. The ED may refuse a request for information by a Board member or committee, if such a request, in the ED's judgement, requires a material amount of staff time.
5. The ED shall not fail to report any non-compliance of Board policy, should the ED deem it necessary to violate any Board policy.
6. In the event that the ED cannot fulfil the position's duties, the Board shall appoint an acting ED.

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Date of adoption

4.1 MONITORING MECHANISMS:

1. The Board will review annually, as per the monitoring schedule, internal policies including the personnel policy. (1)
2. The ED shall report any instances when individual Board members directed him/her or a staff. (3)
3. The ED shall report on all requests for information from individual Board members and his/her response. (4)

4. The ED shall report any non-compliance of the ED with a policy as per the monitoring schedule, unless it is a material non-compliance in which case it should be communicated in as timely a manner as possible to the President. (5)

4.2 Monitoring Executive Performance

The purpose of monitoring is to determine the degree to which Board policies are being met (or violated).

1. Monitoring of ED job performance will be based solely on: 1) fulfilment of Ends policies; and 2) organizational operation within the boundaries established in Executive Limitations policies.
2. For each policy monitored, the Board will indicate whether:
 - The ED has fully met the intent of the policy;
 - The ED needs to make certain changes to fully meet the intent of the policy;
 - The policy needs to be rewritten to clarify its intent; or
 - The policy is not required.
3. Monitoring will occur in one or a combination of ways:
 - i. **Internal Reports:** Periodic Reports from the ED to the Board.
 - ii. **External Judges:** Auditors, site inspectors, or other external assessors shall be retained.
 - iii. **Direct Inspection:** Directors designated by the Board periodically monitor the implementation of a Board policy and report to the Board whether policies are being implemented.
 - iv. The Board may conduct staff exit interviews.
4. Each policy of the Board in "ends" and "executive limitations" categories shall be classified by the Board according to the frequency and method of monitoring (Table 4.2.3).
5. In every case, the standard for compliance with “executive limitations” by the ED shall be any reasonable ED interpretation of the “executive limitations” being monitored. The Board shall assess whether the ED interpretation is reasonable.
6. The Board will annually monitor ED performance through a formal performance evaluation. This evaluation will focus on performance and consider workplace conditions. Performance of the ED will also be monitored and evaluated throughout the year as per the monitoring schedule.

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Date of adoption

Table 4.2.3 Method and Frequency of Monitoring of Executive Limitations

<i>Policy</i>		Monitoring	
Number	Description	Methods	Frequency
2.2	Financial Condition	Internal Reports Direct Inspection External Judge (Auditor)	Quarterly Board Requested Annual
2.3	Budgeting	Internal Report Internal Reports Direct Inspection	Annual Quarterly Board Requested
2.4	Protection of Assets	Internal Reports Direct Inspection External Judges	Annual Annual Annual
2.5	Employee Treatment	Internal Reports Direct Inspection External Judge	Annual Board requested; grievance process Periodic
2.6	Administrative Continuity	Internal Reports External Judge	Annual Board requested
2.7	Communication and Counsel to the Board	Internal Reports	Annual and as needed

Direct Inspection Monitoring

The board has chosen to use Direct Inspection Monitoring on a regular basis to determine compliance with certain policy criteria. The following process will be used:

1. Prior to all Direct Inspection Monitoring, the board shall request the ED’s written interpretation of the policy being monitored. Monitoring shall determine (a) if the interpretation is reasonable, and if so, (b) if there is evidence of compliance with the interpretation.
2. To determine compliance with Financial, Budgeting and Asset Protection policies, the board will examine the following items:

2.1. The Income Statement

- 2.1.1. Net income (revenue minus expenses) at the bottom of the sheet, to assess compliance with item 1, policy 2.2 (not incurring indebtedness other than accounts payable incurred in the ordinary course of doing business)

- 2.1.2. Wage expense account, noting change since last quarter; it should show a consistent increase. This is to assess compliance with item 2, policy 2.2 (timely payment of payroll)
- 2.1.3. Comparison of quarterly expenses against budgeted amounts and last two years of actuals, to assess compliance with item 4, policy 2.2 (material deviation from budget) and item 4, policy 2.3

2.2. The Balance Sheet

- 2.2.1. long-term and current liabilities, noting any significant changes between quarters, to assess compliance with item 1, policy 2.2 (not incurring indebtedness other than accounts payable incurred in the ordinary course of doing business)
- 2.2.2. wages payable and vacation pay payable to ensure wages are being paid, in compliance with policy 2, policy 2.2 (timely payment of payroll)
- 2.2.3. check under Contributed Surplus and in Investments under Current Assets for significant changes, to assess use of long term reserves for compliance with item 5, policy 2.2
- 2.2.4. Check Capital Assets for changes greater than \$5,000, to assess compliance with item 6, policy 2.2
- 2.2.5. Check current and capital assets (land and buildings) to note any significant change from the last quarter, to assess compliance with policy item 7, policy 2.2
- 2.2.6. Check current assets, noting where money is invested, to assess compliance with policy item 4, policy 2.4 (protection of funds by CDIC)
- 2.2.7. Check Investment Account (currently TD Reserves) to assess compliance with item 5, policy 2.4 (maintain core operating surplus of 1.5 months)

2.3. Accounts Payable Report

- 2.3.1. Assess if timing is consistent with ED's reasonable interpretation of policy item 2 (timely payment of debts)

2.4. Accounts Receivable Report

- 2.4.1. Assess if timing is consistent with ED's reasonable interpretation of policy item 3 (timely collection of receivables)

2.5. Raven Premises

- 2.5.1. Assess compliance with item 10, policy 2.4 (RRS recyclable commodities are being treated as valuable resources)

- 3. The board will then determine whether the external auditor should be asked to comment on compliance with items 2, 3, and 6 of policy 2.2.

4.3 Executive Director Compensation and Benefits

The compensation package for the Executive Director (ED) includes:

1. Basic salary
2. Benefits
3. Bonus

1) Basic Salary

The salary is set taking into account the level of experience, expertise and appropriate comparatives in the marketplace.

- The salary range is divided into six equal increments of \$2,907 starting at \$60,585 and ending at \$76,998 (Adjusted for salary and increments accumulated to 2015: 2.5% in 2011, 3.1% in 2012, 2.5% in 2013, 2014, and 2015.)
- Annual increments, of up to one pay increment, are considered upon each anniversary of the initial hire into the ED position. Granting an increment takes into account the annual performance evaluation – based on non-violation of Executive Limitations and progress toward achievement of Ends. Increments will be considered by the Board until the maximum salary has been attained.
- The salary range may be reviewed by the Board and the upper limit of the range, may be adjusted, generally in consideration of cumulative cost of living changes over the previous two years, or based on other relevant factors. Rationale for any review will be documented in writing and kept on file.
- Where an ED is at the top of the salary range, the Board may, on a case-by-case basis, consider and recommend an adjustment to the ED's salary beyond the above noted salary range. Such adjustments would consider the ED's level of experience, expertise, performance and duration of service.
- A cost of living increase will be given each year, unless there are prohibitive budget circumstances, as determined by the Board.

2) Bonus

A bonus (leave or cash equivalent) may be granted to the ED by the Board at the end of each calendar year. The decision to award a bonus will be weighted based on progress toward achievement of Ends, non-violation of Executive Limitations and financial status of Raven Recycling.

3) Leave and Benefits

Leave benefits available to the ED include Annual Leave, Management Leave, Sick Leave, Bereavement leave, and Special Leave. All leave must be approved by Board president or designate.

a) Annual Leave

During the first year of employment, the ED will accumulate annual leave at 1.67 days on the first day of each of the first six months of employment, 10 days granted on the 1st day of the seventh month of employment

Thereafter, 20 days of annual leave are granted on each anniversary of starting the ED position, through the 8th anniversary of employment.

On the 8th anniversary (9th year) of continuous employment the ED will receive an additional 5 days annual leave, allowing for 25 days of leave.

On the 15th anniversary (16th year) of employment, the ED will receive an additional 5 days annual leave, allowing for 30 days of leave.

Carry Forward

Annual leave credits may not be carried forward. They must be taken in the year in which they were earned. Any vacation leave credits remaining as of the anniversary date of granting the leave will be paid as the cash equivalent and included on the pay within two months of the anniversary date.

Termination of Employment

Upon termination of employment, vacation leave that is taken but not accrued will be payable to Raven and will be deducted from the ED's final pay.

b) Unpaid Leave

- Unpaid leave must be approved by the Board in writing.
- While on unpaid leave, the ED remains an employee of Raven.
- Unpaid leave will not count towards calculation of the duration of employment
- Leave credits will be deducted for each full month of unpaid leave

c) Professional Development

- Professional development opportunities for the ED, along with a detailed budget, must be submitted to the Board for consideration. Approval or denial will be provided in writing.
- Opportunities will be considered on their merit relative to Raven operations, training needs and available financial resources .
- All PD leave expenses must be reviewed and approved by the Board president, following completion of the PD.

d) Management Leave

- Management leave recognizes and is intended to compensate for work in excess of 37.5 hours per week. Management enables the ED to take paid time off in recognition of time worked in excess of 75 hours per pay period.
- On the anniversary of the date that the ED assumed the ED position the ED shall be advanced 5 days of management leave time to be used during that year.
- Management leave credits may not be carried beyond the 1 year anniversary of the date on which they were granted and leave credits remaining will be paid as cash equivalent to leave and included in the pay within two months of anniversary date.

- For EDs leaving service, management leave will be pro-rated based on the portion of the year in the role. If an ED, prior to terminating service, used more management leave than the pro-rated amount for the year, the excess will be payable to Raven and will be deducted from the ED's final paycheck.

e) Sick Leave, Special Leave and Bereavement leave and other benefits are to be the same as the leave and benefits granted to other Raven staff in accordance with the Raven Personnel Policy.

Secretary's Signature

Date of Adoption