

Community Futures Thompson Country Governance Report



Policy and Procedures

November 27, 2014

Signature: _____ Date: _____

Witness: _____ Date: _____

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WELCOME TO COMMUNITY FUTURES THOMPSON COUNTRY

The purpose of this ***Policy and Procedures guide*** is to provide Community Futures Thompson Country staff and its volunteers with an insight into the governance structure and key roles and responsibilities of Community Futures Board Members and the functions of the Staff of the Community Futures Development Corporation Thompson Country.

The Community Futures Development Corporations (CFDCs) and the Community Futures (CF) program started in 1985 and are currently funded through Western Economic Diversification Canada. CF is a community economic development program that is managed by a community representative Board of Directors. The focus of Community Futures is to build community economic and entrepreneurial capacity, with an emphasis on long-range strategic planning and results. CFDCs are independent and non-profit organizations.

Community Futures Thompson Country began its operations in 1987 and maintains its strength through its many dedicated and tireless volunteers and staff. CFTC is governed by a volunteer board of directors drawn from the community-at-large and representing a wide range of interests including banking, labour, business, professional and government services. Volunteers represent the geographic area of the region which includes the communities of Clearwater, Barrier, Chase and Kamloops.

MISSION:

“Promote community economic development by pursuing the goals of:

- Providing relevant and quality business services to entrepreneurs and small businesses
- Providing community economic development support to all communities and community group
- Promoting self-employment as a good career alternative, and
- Ensuring accountability of our actions to the community and our stakeholders.

CORE VALUES

We will conduct ourselves with integrity and be responsive and responsible to our communities and our Network. We will steadfastly adhere to our Core-Values and high professional standards.

- **Honesty** –We will be genuine, fair, truthful and sincere in all our dealings.
- **Respect** – We will show consideration and deference for the contribution of others.
- **Trust** – We will behave responsibly and honourably, we will allow ourselves to be vulnerable and create an atmosphere that encourages candour.
- **Openness** –We will share information in a timely fashion respecting the need for prudence and confidentiality constraints.

QUALITY STANDARDS

- **Governance** - Community Futures operate using a governance model based on written policies/procedures that encompass your operational needs. These policies are regularly reviewed and renewed.
- **Professionalism** - Community Futures volunteers and staff adopt the core values, strive for excellence and seek out opportunities for continuous improvement.
- **Communications** - Community Futures communicate both internally and externally reflecting our core values in a timely, responsive and effective manner.
- **Accountability** - Community Futures are accountable to their communities, funders and each other to meet or exceed expectations, while reflecting our core values.

THE PROGRAM

CFDCTC work`s within the community in many ways:

- Makes business loans of up to \$150,000
- Provides technical support and advice
- Manages the Self-Employment program
- Initiates and implements special projects
- Establishes community partnerships and strategic alliances
- Manages the WorkBC site in Merritt, BC

For most non-profit organizations there is a clear organizational separation between the paid staff who run the day-to-day operations and the members of the volunteer board who establish the strategic directions of the organization and govern its operation. Board Members need to be aware of the roles and responsibilities within the organization.

OPERATIONS

There are a number of requirements necessary for the effective operation of a CFDC. The most important legal and organizational tool for the CFDC is a comprehensive set of bylaws which elaborate on the organization's articles of incorporation.

Articles of Incorporation (also known as the Corporate Charter) constitute the basic organizational document for a non-profit corporation. They typically contain a statement of purpose and outline legal authority and limitations. As well, the articles contain governance provisions (e.g. how to select Board Members etc.)

Bylaws help establish the "internal law" of the CFDC. An effective set of bylaws are essential for ensuring good governance. The bylaws typically elaborate further on the corporate charter because they are more easily revised.

Contracts. CFDCs are also bound by the contracts they sign with their funders (e.g. Western Economic Diversification, Human Resources Development Canada, etc.) as well, individual CFDCs may have special projects which require that contracts be signed with other government and non-government agencies.

DEFINITIONS

1. **Active Board Members** – Active Members of the Board noted as the Board in this policy are Directors who are described as persons residing in the general area served by the Corporation who are committed to furthering the objects of the Corporation, who represent the communities served by the Corporation, and who have the right to deliberate and vote to establish policy for the Corporation.
2. **Corporation** – Corporation refers to the Community Futures Development Corporation of Thompson Country (CFDC TC) and is also recognized as the Employer in terms of the employees working directly for CFDC TC.
3. **Executive Committee** – Are Active Board Members who are elected annually to fill the positions of Chairperson, Vice Chairperson, Secretary, Treasurer and two Members-at-Large. The Executive Committee is responsible for the over-seeing of the day-to-day operations of the Corporation by the General Manager.
4. **General Manager** – The senior staff Officer of the Corporation, and as such is accountable to the Board of Directors through the Executive Committee, who have the responsibility of directing management of the Corporation according to the policies established by the Board of Directors.
5. **Employee** - Any person deemed to be an employee of the Corporation by law or by this policy and includes:
 1. Regular employee - a person who is employed in a regular employment position on a continuous full-time or continuous part-time basis;
 - b) Temporary employee - an employee who is employed for work which is not of a continuous nature, and who occupies an employment position which is:
 - Seasonal in nature;
 - Meant to carry out special projects or work which is not continuous;
 - Temporarily created to substitute for employees on vacation, sick leave, leave of absence or other leave;
6. **Employer or Corporation** - Community Futures Development Corporation of Thompson Country hereinafter known as the Corporation.
7. **Immediate Family Member** – A parent, grandparent, grandchild, former guardian, wife, husband, common-law spouse, sibling, father-in-law, mother-in-law, brother-in-law, sister-in-law, and any other relative with whom the employee permanently resides.

- 8. Overtime** – work performed by an Employee in excess of the Employee’s regularly scheduled hours of work.

- 9. Service Date** - The first day of employment of an employee for his/her current period of employment. This date shall be used for determination of eligibility for all benefit programs. By agreement between employer and employee, an alternative service date may be established if the date can be justified.

- 10. Employment Standards Act of BC** – as revised from time to time, will apply in all cases otherwise not covered by this policy.

POLICY CREATION

101 Policy Creation, Approval and Review Process

1. Create a New Policy

The following steps will be taken to develop a new policy:

1. Determine the need for the new policy and what context the policy needs to be established thus defining the OBJECTIVE of the policy. The OBJECTIVE should be concise and explain the purpose of the policy.
2. CFDCTC should determine if such a policy exists within CFDABC best practices resources as a starting point.
3. If the policy is not contained in the CFDABC best practices then it may canvass other CFDC organizations to determine if a similar policy is in existence.
4. If these sources do not have appropriate policies, staff should write the policy utilizing community knowledge, personal knowledge and expertise on the matter, Board expertise, and/or any other sources of expertise and information.
5. If other sources have some measure of applicable policies, staff should review these for appropriateness and make necessary changes that would make the policy directly applicable to CFDCTC.
6. The policy then is referred to the Policy Approval Process.

2. Revising a Policy

The following are the steps taken to revise a policy:

1. Staff should review the policy within the context of the changes that are needed.
2. CFDCTC should determine if such a policy exists within the context of the CFDABC best practices to establish if there is one that is consistent with current practices.
3. If the policy is not contained in the CFDABC best practices then it should canvass other CFDC organizations to determine if a similar policy is in existence.
4. Staff should update the policy utilizing community knowledge, Board expertise, and/or any other sources of expertise and information.
5. Staff should review the draft policy and make any necessary changes that would make the policy directly applicable to CFDCTC.
6. The policy is then referred to the Policy Approval Process.

3. Policy Approval Process

1. The new or revised policy is forwarded to the Executive Committee for advice and to determine completeness.
2. The Executive Committee forwards the policy to the Active Board with a recommendation for approval.
3. The Active Board reviews the policy and makes recommended changes.
4. The Active Board, if deemed necessary, will seek the advice of its legal counsel or consulting expertise.
5. The Active Board must approve the policy for implementation purposes.
6. The Policy is then contained within the Master Policy Manual for implementation.

ORGANIZATIONAL VALUES POLICY

215 Diversity Statement

Diversity Policy

1. CFDCTC acknowledges, respects, values and celebrates the diversity of people who make up our Board of Directors, Volunteers, Clients, Agencies and Communities. We recognize that every individual is unique and that this diversity is not only part of the fabric of our organization, but of our nation. These differences include, but are not limited to, age, gender, ethnicity, national origin, sexual orientation, socio-economic status, physical and mental abilities, religious beliefs, or other ideologies.
2. CFDCTC is committed to creating an inclusive environment where all individuals are respected and welcomed. As CFDCTC constantly changes and evolves to serve a diverse Canada, we strive to ensure our values are reflected in the culture of our organizations, our policies, and programs.

220 Code of Conduct

Code of Conduct Policy

1. The CFDCTC is committed to creating an exemplary work-place where all employees share a common set of values leading to superior service to our clients and to the community. CFDCTC must undertake our daily responsibilities in an honest, impartial and ethical manner.
2. These Standards of Conduct apply equally to all employees who may also be governed by professional codes of ethics or professional conduct. They also apply to persons working under contract with CFDCTC. Failure to comply with the Standards of Conduct will lead to disciplinary action or contractual termination.
3. These statements flow from the basic principles of honest, impartial and ethical behavior. These policies represent principles of good conduct central to the smooth functioning of the Board of Directors and Corporation. Employees must generalize from these principles to determine proper conduct in individual cases.
4. The Code of Conduct Policy was developed to help employees identify and avoid conflict situations. As CFDCTC employees, our conduct determines how people and the community view our Board.
5. We must all behave in ways that help the Board and Corporation accomplish its mandate and achieve its mission. CFDCTC encourages employees to participate fully in community affairs.

6. Employees must exemplify the highest standards of professionalism, courtesy, and ethical business practices while representing the Board.
7. These standards are intended to protect both the Board and its employees by ensuring that circumstances do not arise that damage the reputation of either. The standards are also intended to help employees avoid or prevent activities that could impair their ability to perform their jobs, damage the Board's reputation, or cause others to think employees are receiving improper benefit or acting improperly in performing their jobs.
8. It is important that employees not violate these standards or innocently create a perception in the minds of others that they have violated them.
9. No provision of these standards is intended to abridge the statutory or common law rights of the Board or any person, or the rights of any employee. Any contravention to this Code of Conduct Policy will result in disciplinary action.

221 Media Relations Policy

Overview

Community Futures Development Corporation Thompson Country is an established and highly respected organization in the community. We have developed a reputation for providing excellent professional services and we enjoy strong relationships with our clients and community as the destination for small business assistance and community economic development.

While providing this service, the news media is frequently interested in our organization. We have a responsibility to be open and responsive to their information requests because the media are among the many ways our clients and business partners build perceptions of our organization and the work we do in the communities we serve.

Communications Goal

- Increase public awareness and understanding of CFDC services that we provide our communities and our future prospects for growth.
- Promote a positive public image of Community Futures and the work we do to the audiences that are important to our organization, which includes existing and prospective clients, employees, government officials, banks, community leaders and our industry peers.

Purpose

This policy exists to assure that information disclosed by Community Futures is timely, accurate, comprehensive and respects the privacy of those we assist (follows our confidentiality policy) and is relevant to all aspects of our organization. Adherence to this policy is intended to provide an effective and efficient framework to facilitate the timely dissemination of information.

Scope

This media policy applies to all employees of Community Futures Thompson Country as well as members of its Board of Directors concurrent with the CFDCTC's Confidentiality Policy. This policy covers all external news media including broadcast, electronic and print.

Guidelines for Talking with the Media

A reporter, producer or other news media may contact CFDCTC for a number of reasons, for example:

- To get information about Community Futures.
- To get information about a recent unexpected event such as natural disasters, thefts or arrests, accidents or injuries; customer or employee complaints, federal, provincial or local regulatory actions; etc.
- To get information or comment about an action or event that could impact our industry, new program launches, changes in government or organizational policies.
- To get general information on a topical story in our community such as changes in local governmental officials or policies, problems or issues specific to the community we serve, etc.

Speaking on the Board's Behalf

- The Chairperson of the Board is the official spokesperson for CFDCTC when representing the Corporation's business to the media. He/she may delegate this authority.
- From time to time the General Manager is requested to provide comment as it relates to programs and services. CFDCTC employees must exercise caution to ensure they are not perceived to be speaking on the Board's behalf, unless they are authorized to do so.
- All other employees, if requested to respond to media, must direct the inquiries to the GM and/or Chairperson of the Board.

230 Personal Information Protection Policy

1. Personal Information Protection Act Policy

Purpose

The purpose of this policy is to govern the collection, use and disclosure of personal information in a manner that recognizes both the right of individuals to protect their personal information and the need of organizations to collect, use or disclose personal information for purposes that a reasonable person would consider appropriate in the circumstances.

CFDCTC fully supports and respects the privacy of its Board of Directors, clients, contractors, agents, and employees as provided for within the Personal Information Protection and Electronic Documents (PIPED) Act as enhanced by the Government of Canada and the Personal Information Protection Act (PIPA) as enacted by the Province of British Columbia, Office of the Information and Privacy Commissioner, October 2003 and updated in June of 2014.

Accordingly, the privacy of any person associated with CFDCTC is assured as detailed in this policy statement and specifically, as follows:

- That in meeting its responsibilities under the Personal Information Protection Act, CFDC-TC considers what a reasonable person would consider appropriate in the circumstances.
- That the organization is responsible for personal information under its control, including personal information that is not in the custody of the organization.
- That CFDCTC has appointed its General Manager as the designate responsible for ensuring that the organization complies with this Act.
- That the General Manager may delegate to another individual the duty conferred by that designation.
- That CFDCTC has developed and follows policies and practices that are necessary for the organization to meet the obligations of the organization under the Act.
- That CFDCTC has developed a process to respond to complaints that may arise respecting the application of this Act, and makes information available on request about the policies and practices and the complaint process.

Intent and information usage:

- To establish and maintain a relationship with its clients and to provide services to those individuals, staff, board members and volunteers;
- To provide information about products, services, training resources and events;
- To administer CFDCTC's services, to assess the quality and quantity of CFDCTC's services, conferences, to maintain adequate accounting and tax records, and to have information in such form as CFDCTC may reasonably require for our business needs;
- To meet legal, regulatory and governmental requirements (including, for example, the requirements of Western Economic Diversification Canada (WD) and the Ministry of Housing and Social Development, Labour Market Services (MHSDLMS) as our primary funding agencies, to detect and prevent frauds and to protect the interests of our staff, board members, volunteers and clients to our funding partners.
- To achieve any other purpose to which consent has been given. i.e. loans and payroll

Request Process

1. CFDCTC must make available to the public on request information about an individual or business
2. An organization must make a reasonable effort to assist each applicant and respond to each applicant as accurately and completely as reasonably possible,
3. If the requested personal information cannot be reasonably provided, with a reasonable opportunity to examine the personal information
4. CFDCTC must disclose the name of the individual designated to release information regarding the request.
5. CFDCTC will disclose the process and policies for making this request and the complaint process.
6. CFDCTC must respond to an applicant not later than 30 days after receiving the applicant's request, or CFDCTC receives authorization to disregard the 30 day request in respect to the information requested.

Provision of Consent

1. The objective of CFDCTC's Privacy policy is to promote responsible and transparent personal information management practices in a manner consistent with the provisions of all applicable privacy legislation.
2. CFDCTC will conduct periodic review of this Privacy Code to make sure that it remains current with the changing standards, technologies and laws.
3. An individual is deemed to consent to the collection, use or disclosure of personal information by an organization for a purpose if:
 - At the time the consent is deemed to be given, the purpose would be considered to be obvious to a reasonable person, and
 - The individual voluntarily provides the personal information to the organization for that purpose.
4. An individual is deemed to consent to the collection, use or disclosure of personal information for the purpose of his or her enrollment or coverage under an insurance, pension, benefit or similar plan, policy or contract if he or she
 - Is a beneficiary or has an interest as an insured under the plan, policy or contract, and
 - Is not the applicant for the plan, policy or contract
5. CFDCTC may collect, use or disclose personal information about an individual for specified purposes if:
 - The organization provides the individual with a notice, in a form the individual can reasonably be considered to understand, that it intends to collect, use or disclose the individual's personal information for those purposes.
 - the organization gives the individual a reasonable opportunity to decline within a reasonable time to have his or her personal information collected, used or disclosed for those purposes,
 - the individual does not decline, within the time allowed under the proposed collection, use or disclosure, and the collection, use or disclosure of personal information is reasonable having regard to the sensitivity of the personal information in the circumstances, does not authorize an organization to collect, use or disclose personal information for a different purpose than the purpose to given above

- CFDCTC may collect personal information about an individual without consent or from a source other than the individual, if
 - the collection is clearly in the interests of the individual and consent cannot be obtained in a timely way,
 - it is reasonable to expect that the collection with the consent of the individual would compromise the availability or the accuracy of the personal information and the collection is reasonable for an investigation or a proceeding,
 - the personal information is necessary to facilitate the collection of a debt owed to the organization, or the payment of a debt owed by the organization,

Compliance with Legal and Industry Standards

- CFDCTC will make every reasonable effort to ensure that personal information collected by or on behalf of the organization is accurate and complete, if the personal information
 - is likely to be used by the organization to make a decision that affects the individual to whom the personal information relates, or;
 - is likely to be disclosed by the organization to another organization.
- CFDCTC comply with industry standards and applicable federal and provincial laws in Canada, including the Personal Information Protection Act.

Withdrawal of consent

- Individuals on giving reasonable notice to the organization may withdraw consent to the collection, use or disclosure of personal information about the individual at any time.
- CFDCTC must not prohibit an individual from withdrawing his or her consent to the collection, use or disclosure of personal information related to the individual.
- If an individual withdraws consent to the collection, use or disclosure of personal information by the organization, the organization must stop collecting, using or disclosing the personal information unless the collection, use or disclosure is permitted without consent under this Act.

- An individual may not withdraw consent if withdrawing the consent would frustrate the performance of a legal obligation.
- An individual may not withdraw a consent given to a credit reporting agency for the purposes of CFDCTC business. i.e. loans

CFDCTC's Privacy definitions

- CFDCTC's Privacy policy only applies to identifiable individuals whose personal information CFDCTC collects, uses, retains and discloses in the course of business activities.
- The definitions of the terms "personal information" or "information" in this Privacy policy, means information about an identifiable individual, with the exception of the name, title, or business address or telephone number of an employee of an organization, which is public information.
- These terms do not include information that does not identify particular individuals, like aggregate statistics or anonymous data, or information which is publicly available, as specified in applicable laws.

Purposes for the Collection, Use, Retention and Disclosure of Information

- Subject to the Privacy Act, CFDCTC may use personal information only for purposes that a reasonable person would consider appropriate in the circumstances and to fulfill the purposes that the organization requires and is disclosed for the purposes for which it was collected and or are otherwise permitted under this Act.
 - CFDCTC may only disclose personal information about an individual without the consent of the individual, if
 - the disclosure is clearly in the interests of the individual and consent cannot be obtained in a timely way,
 - it is reasonable to expect that the disclosure with the consent of the individual would compromise an investigation or proceeding and the disclosure is reasonable for purposes related to an investigation or a proceeding, at which the individual voluntarily appears, and
 - that is open to the public,
 - the personal information is available to the public from a source prescribed for the purposes of this paragraph, the disclosure is necessary to determine suitability

- to receive an honour, award or similar benefit, including an honorary degree, scholarship or bursary,
 - the disclosure is necessary in order to collect a debt owed to the organization or for the organization to repay an individual money owed to them by the organization,
 - the personal information is disclosed in accordance with a provision of a treaty that is made under an enactment of British Columbia or Canada,
 - the disclosure is for the purpose of complying with a subpoena, warrant or order issued or made by a court, person or body with jurisdiction to compel the production of personal information,
 - the disclosure is to a public body or a law enforcement agency in Canada, concerning an offence under the laws of Canada or a province, to assist in an investigation, or in the making of a decision to undertake an investigation,
 - the disclosure is to a lawyer who is representing the organization,
 - the disclosure is required or authorized by law,
- CFDCTC may disclose personal information to another organization without consent of the individual to whom the information relates, if
 - the individual consented to the collection of the personal information by the organization, and
 - the personal information is disclosed to the other organization solely for the purposes for which the information was previously collected, and
 - to assist the other organization to carry out work on behalf of the first organization

10. Access to Personal Information

On request of an individual, CFDCTC must provide the individual with the following:

- the individual's personal information under the control of the organization;
- information about the ways in which the personal information referred to above and has been and is being used by the organization;
- the names of the individuals and organizations to whom the personal information has been used and disclosed.

- CFDCTC is not required to disclose personal information and other information in the following circumstances:
- the information is protected by solicitor-client privilege;
- the disclosure of the information would reveal confidential commercial information that if disclosed, could, in the opinion of a reasonable person, harm the competitive position of the organization;
- the disclosure would reveal personal information about another individual;

Releasing Information

- Under no circumstances does CFDCTC sell client lists or information to others. Information is released to parties outside CFDCTC only under the following circumstances.
- Where CFDCTC has consent, whether express or implied.
 - For example, for loan clients, CFDCTC will disclose credit history to other lenders or credit bureaus in order to support the credit approval process. In such cases, CFDCTC will release the information required to identify individuals, as well as facts from credit records about repayment history.
- To CFDCTC suppliers and agents who assist in service and who can be reasonably trusted to respect information privacy.
 - For example, CFDCTC will disclose names and addresses to a courier company making a delivery to clients at CFDCTC's request. In such cases, CFDCTC only makes disclosure to the extent necessary and whenever possible, require that in part receiving this information provides reasonable assurance that they will respect the privacy of information in accordance with applicable laws.
 - When required or permitted to do so.
 - For example, CFDCTC must give information in response to a valid demand, search warrant or other legally valid enquiry order. CFDCTC may disclose information to the authorities to serve a clear public interest and fulfill CFDCTC's public duty – such as to protect against fraud or other criminal activities. CFDCTC may take action to protect the interests of CFDCTC which may result in disclosing information to parties outside CFDCTC, such as using agents to collect overdue accounts. CFDCTC may also disclose information under an exception to the requirement for consent expressly set out in applicable law; such as the exception for disclosures necessary to protect human life or safety in an emergency.

- When CFDCTC needs to protect CFDCTC's interest in the context of an existing or potential legal or administration proceeding.
 - For example, in the event of a proceeding commenced by or against CFDCTC in connection with the client, CFDCTC may disclose information to lawyers and to the court or administrative body involved.

Protecting Information

- CFDCTC will protect information with appropriate safeguards and security measures.
- CFDCTC will have reasonable security standards to protect CFDCTC's systems and information against unauthorized access and use. All employees of CFDCTC are familiar with the procedures that must be taken to safeguard client information.
- CFDCTC will retain your information only as long as it is legally or reasonably required.
- The length of time CFDCTC retains information varies depending on the service and nature of the information. This period may extend beyond the end of the relationship with CFDCTC but only for so long as it is legally or reasonably required by CFDCTC. When information is no longer needed, CFDCTC has procedures to destroy, delete, erase or convert it to an anonymous form.

Information Regarding Website Practices.

The principles outlined in CFDCTC's Privacy policy apply to information collected through CFDCTC's website, with the following qualifications.

- CFDCTC collects and stores email addresses from any communications
- Links to external sites are provided online as a service and convenience. CFDCTC assumes no responsibility or liability for such linked site.

Updating this Code

Any changes to this Privacy policy or to CFDCTC's information handling practices will be recorded in a timely manner.

- CFDCTC may add, modify or remove portions of CFDCTC's Privacy policy, when it is appropriate to do so. CFDCTC will not use any information collected prior to such changes for any new purposes without first obtaining consent.

CLIENTS SERVICES

300 Service to Clients Mandate

Client Relations Guidelines

Community Futures is committed to providing the best service possible in a considerate and professional manner. As a general rule the following bullets points will be followed by both our staff and board

- client information will be kept completely confidential
- information provided to clients will be accurate and timely
- staff will be well prepared for meetings with clients
- information on program criteria and processes will be shared with clients
- staff will be knowledgeable and experienced
- staff will be skilled at accessing a variety of information, both in-house and other sources
- clients will be referred to other appropriate sources where CF staff are unable to help
- problems or conflicts will be dealt with in accordance with Community Futures Client Appeal Policy in a timely manner
- office hours will meet the needs of our clients
- clients will have the ability to see a Counselor in a reasonable time
- responses to applications will be dealt with in a reasonable time
- walk-in and telephone clients will be promptly assisted
- correspondence and electronic communications will be dealt with in a timely manner
- clients will be treated in a courteous and pleasant manner

301 Services to Clients Policy

1. Services to Clients Policy

1.1. CFDCTC's services to communities and clients are generally made up of one or more of the following five components:

- a. Business Information Services
- b. Business Technical Information Services
- c. Business Plan Development Assistance
- d. Loans for Businesses
- e. Community Economic Development Facilitation Services

2. Business Information Services

- 2.1. CFDCTC provides clients with business information resources such as where to go to obtain information on licensing and regulations; where to register for PST, HST, WorkSafeBC, registration for payroll taxes as an employer, where to access government information, where to access community information, amongst a host of other business related inquiries. These services are provided free as part of the ongoing mandate as established by Western Economic Diversification. CFDCTC provides referral services for almost any business related requests or provides in-house business coaching on business plan development, access to CFDCTC loans or general inquiries related to business.

3. Business Technical Information Services

- 3.1. CFDCTC is the leading provider of business information in Thompson Country Region. It is well known and often is a first point of contact by the public on business related information. More specifically, CFDCTC provides business consulting services to assist all Canadians in developing business plans or accessing information on business related topics. CFDCTC is well versed on available community resources through other organizations such as Chambers of Commerce, Venture Kamloops, municipal governments and Thompson Nicola Regional District (TNRD). From time to time more in-depth services are required by clients who do not qualify for the Self Employment Program and consulting services are provided by CFDCTC on a fee for service basis.

4. Business Plan Development

- 4.1. CFDCTC is a leading agency that provides in-depth information on developing a business plan. General information and limited one-on-one business plan development assistance is provided for free. For more comprehensive requirements, one-on-one business plan coaching is available for clients who do not qualify for the Self Employment Program on a fee for service basis.

5. Financing for Businesses

- 5.1. CFDCTC may provide loan funds for business start-ups, business expansions or to purchase an existing business. A business plan is required to access funds. CFDCTC provides one-on-one assistance to entrepreneurs who apply for a loan. Loans are repayable, terms and interest charged are determined with the client at the time that the client accesses the loan funds. Terms are generally 5 years or less. CFDCTC is deemed a lender of last resort therefore the interest rate charged is almost always higher than the prevailing rate by commercial lenders. All loans require the approval of the Loan Committee. The Loan Committee also has the authority to decline a loan.

6. Community Economic Development (CED)

- 6.1. CFDCTC may provide community economic development facilitation services for organizations and communities within the Thompson Country region. CED services covers a wide array of activities including, but not limited to, development of economic develop plans, facilitation of community events and activities, writing proposals to access partnership funding, assisting with the coordination of tradeshow as examples. All CED activities require funding or in-kind funding partnerships.

7. Self-Employment Program (SEP)

- 7.1. CFDCTC is the Community Coordinator for the Self Employment Program. The region covered by the SE Program is the TNRD and Lillooet areas. The SE Program is made up of four of the services that CFDCTC provides including Business Information Services, Business Technical Services, and Business Plan Development and may include start-up financing by accessing a loan. Participants that meet eligibility requirements are provided with a comprehensive training program to assist with the development of their business plan and business management operations. Additionally, SE participants are provided with monthly income supports regardless of the income derived from their business operations entitled to them as a part of their EI eligibility. All Self Employment Program applications by participants require the approval of the Self Employment Committee. The Self Employment Committee also has the authority to decline a participant Self Employment Application.

310 Confidentiality for Clients Policy

1. Each client associated with CFDCTC has the right to have all information about him/her kept strictly confidential.
 - 1.1. CFDCTC collects, uses, retains and discloses information about you only with your consent, as outlined in CFDCTC's 230 Privacy Policy. In obtaining your consent, whether express or implied if CFDCTC's purposes differ than those outlined, CFDCTC will advise you of the purposes at the time of collection of your information.
 - 1.2. CFDCTC will only ask for information needed for a particular service requested and only use it for the purpose outlined.
 - 1.3. Clients who are accessing the supports of the Self Employment Program shall be advised in writing that the Province of British Columbia, is allowed access to the CFDCTC client files for reporting, monitoring and evaluation purposes, and that clients may be contacted from time to time by the Province of British Columbia, in order to effectively evaluate the performance of CFDCTC..
 - 1.4. Clients who are accessing business loans shall be advised in writing that CANADA is allowed access to the CFDCTC client files for reporting, monitoring and evaluation purposes, and that clients may be contacted from time to time by CANADA in order to effectively evaluate the performance of CFDCTC.
 - 1.5. A client whose file is in the possession of the CFDCTC may access his or her file while on the CFDCTC premises and may request to have any or all of it photocopied but may not remove any or the entire original file from the premises.

313 Client Access to their Record File

Protecting Your Privacy

1. Community Futures Development Corporation of Thompson Country (CFDCTC) fully supports and respects the privacy of its Board of Directors, clients, contractors, agents, and employees as provided for within the Personal Information Protection and Electronic Documents (PIPED) Act as enhanced by the Government of Canada and the Personal Information Protection Act (SBC 2003) Chapter 63. Accordingly, the privacy of any person associated with CFDCTC is assured as detailed in this policy statement and specifically, as follows:
2. CFDCTC Privacy Code informs you of our commitment to privacy. It informs you on the ways that CFDCTC's Privacy Code ensures your privacy and confidentiality of your information.

3. The objective of CFDCTC's Privacy Code is to promote responsible and transparent personal information management practices in a manner consistent with the provisions of all applicable privacy legislation.

Client Access to their Record File

- 1.1 A client whose file is in the possession of the Community Futures Development Corporation of Thompson Country may access his or her file while on the Community Futures Development Corporation of Thompson Country premises and may request to have any or all of it photocopied but may not remove any or the entire original file from the premises.
- 1.2 For further information Refer to Policy #230 Personal Information Protection Policy.

314 Staff Access to Client Information

1. Staff Access to Client Information

- 1.1 The staff complement of CFDCTC is relatively small, generally 8 – 10. Restrictions to client files by any or all staff are impractical given that most staff are cross trained to perform duties of others. However, there is some restricted access to client information as follows:
- 1.2 All staff will have access to general information on clients in The Exceptional Assistant (TEA) client management system.
- 1.3 Client payroll records (SE Program) will have access by those who have direct involvement with the clients i.e. SE Team, General Manager, Controller and/or Loans Administrator.
- 1.4 Client loan records will have access only by those who have direct involvement with loan clients i.e. Loans Administrator, General Manager and Controller
- 1.5 From time to time, projects are coordinated by the CED Coordinator that have non SE or Loan Clients i.e. Job Creation Partnerships or Job Opportunities Program etc. clients. Generally, these clients are paid by Service Canada and/or other agencies and access to client information is not relevant.

315 Changing Client Record Information

1. Changing Client Record Information

- 1.1. CFDCTC, by law, allows individuals to request personal information be corrected that is in the care and/or custody of CFDCTC. The request is normally made verbally or in writing. Generally, the information that clients request to be changed includes address changes, telephone number changes, fax number changes, email address changes and website address changes.
- 1.2. Upon request by a client, if it is reasonable to do so, CFDCTC will correct the information contained in CFTC's client management system.

320 Client Dispute and Redress Resolution Policy

1. Client Dispute and Redress Resolution Policy

- 1.1 Community Futures Development Corporation of Thompson Country (CFDCTC) has entered into a Contribution Agreement with the Province of British Columbia and the Government of Canada for the delivery of the client services and programs.
- 1.2 CFDCTC has entered into a Contribution Agreement with CANADA to provide business loans to clients.
- 1.3. Any related activity or requirement by a client outlined in the SE Agreement with the Province of British Columbia is unalterable by this Client Dispute and Redress Resolution Policy.
- 1.4. Any related activity or requirement by a client outlined in the Loans Agreement with CANADA is unalterable by this Client Dispute and Redress Resolution Policy.
- 1.5. Further, any policies established by the CFDCTC Board of Directors related to the operations of CFDCTC are unalterable through a client dispute and redress resolution process.
- 1.6. It is understood that this Client Dispute and Redress Resolution Policy recognizes that the client has discussed his/her arisen problem or opinion of unfair treatment with his/her Business Analyst and/or the Self Employment Coordinator and it remains unresolved.

2. Client Dispute Resolution Policy

- 2.3. The Corporation assures every client fair and equal treatment and consideration. Where, in the opinion of the client, unfair treatment has occurred, or some other problem has arisen, the following procedures must be followed.

2.1.1 Step 1

2.1.1.1 The first step in resolving a concern for a client is to bring it to the attention of the Business Analyst/SE Coordinator/Loans Administrator or designate. If it cannot be easily resolved within three (3) working days, the Contractor/Client should request a scheduled meeting with the General Manager or designate and provide him or her with the written and calendar dated details of the concern. At the meeting with the General Manager or designate the client may have an advocate attend or may use the advice provided by an external source.

2.1.1.2 The General Manager or designate will then respond within five (5) working days of the meeting and will inform the client in writing either by letter or email of the action to be taken to resolve the concern.

2.1.2 Step 2

2.1.2.1 If the concern has not been resolved within five (5) working days of the meeting with the General Manager or designate, or if it has not been fully or satisfactorily resolved, the client may within five (5) working days of receiving the General Manager or designate calendar dated decision request in a dated memorandum that the General Manager or designate arrange for a mutually agreed to Arbitrator/Mediator to meet with the General Manager or designate and the client to resolve the concern. The date, time and place for the meeting(s), the guidelines followed, and the awarding of any costs or divisions of fees shall be at the discretion of the Arbitrator/Mediator.

2.1.2.2 If the initial concern is due to the actions, inaction or decisions of the General Manager or designate, the client should follow the procedures and timelines for meetings and written decisions of first with the General Manager or designate, and then with a request for the assistance of an Arbitrator/Mediator. The decision of the Arbitrator/Mediator will be binding on all parties and delivered on the understanding of confidentiality and nondisclosure.

2.1.2.3 Failure on the part of the client to comply with the five (5) day deadline at any step of the procedure shall be interpreted by the General Manager or designate as a resolution to the concern.

325 Client Consent to Participate in Programs

1. Consent to Participate in CFDCTC Research Activities

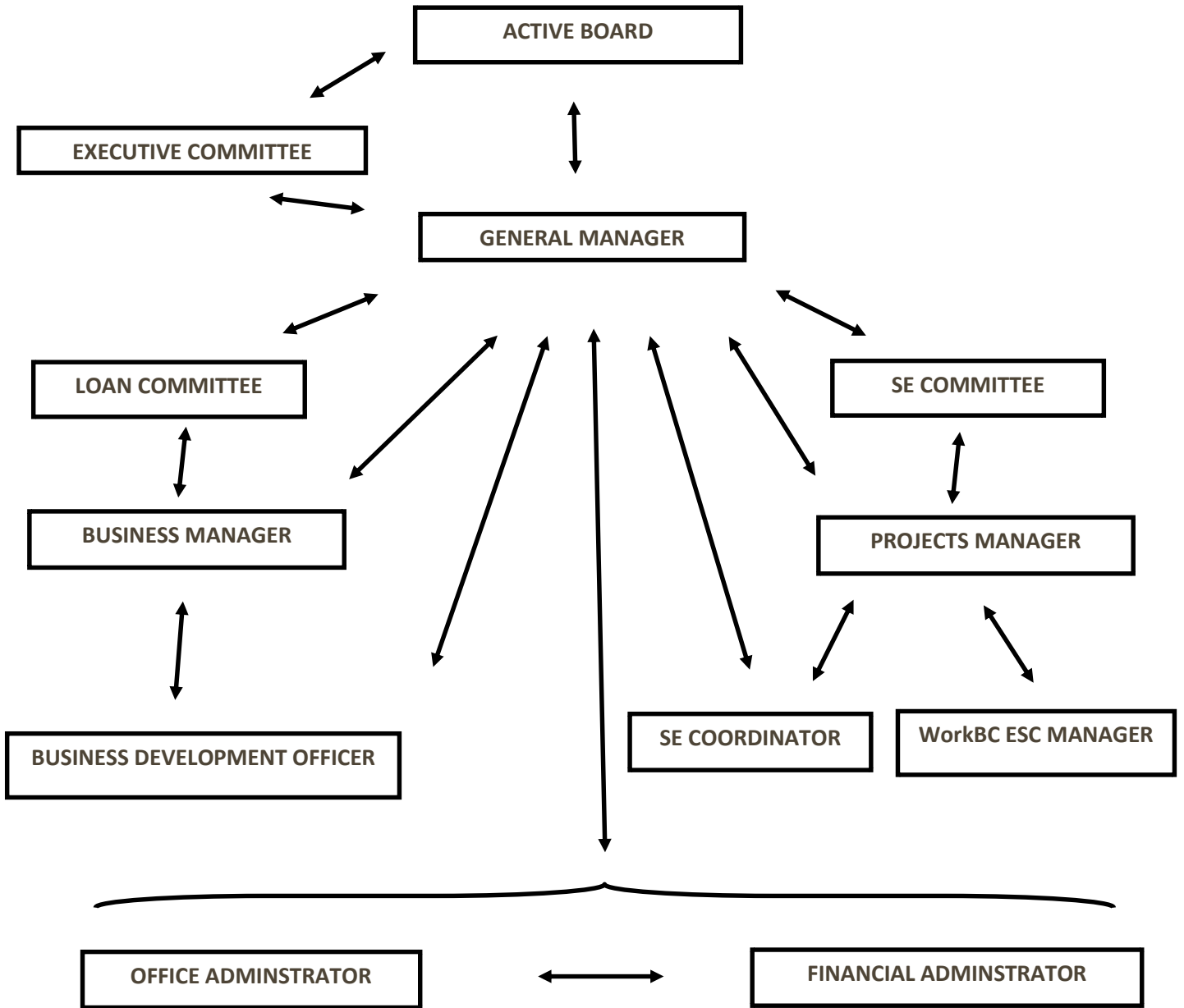
- 1.1. From time to time CFDCTC initiates research activities or is subject to research by third party's conducting research relative to CF Program reviews for CANADA or the Province of British Columbia or other parties. This also may include CFDCTCs Board of Directors, Committees, clients, and/or volunteers.

2. Steps required to being involved in research:

- 2.1. CFDCTC staff will determine which Board Members, Committee Members, clients, contractors, subcontractors and/or volunteers will be included in the research.
- 2.2. CFDCTC staff must contact the individual Board Members, Committee Members, clients, contractors, subcontractors and/or volunteers by telephone to outline the particulars of the research planned to obtain their verbal consent to participate.
- 2.3. If any Board Member, Committee Member, client, contractor, sub-contractors and/or volunteer does not want to participate, their verbal decline will be respected unless required by law.

Community Futures Thompson Country

ORGANIZATIONAL CHART



BOARD OF DIRECTORS

500 CFTC Active Board

Community Futures Development Corporation Thompson Country (CFTC) Active Board members serve on a volunteer basis, giving freely of their expertise and knowledge. CFTC Active Board Members set policy. They may have the guidance and assistance of Committees and professional staff; but the Board is ultimately responsible, both legally and organizationally. The Board Members are trustees who act on behalf of the organization's clients, funders, the government and taxpayers. The Board of Directors has the principal responsibility to fulfil the organization's mission and legal accountability for its operations.

Specific responsibilities of Community Futures Thompson Country's Active Board of Directors are as follows:

1. To understand, respect and honour the philosophy underlying the mission of the organization.
2. To provide overall direction for the organization and to be legally responsible for its management.
3. To be accountable for the assets of the organization and the actions undertaken.
4. To be prepared to review and revise the mission in accordance with evolving community and client needs.
5. To show leadership for formulating goals, objectives, policies and guidelines.
6. To set policies and strategic priorities and to delegate responsibility for the development of corresponding strategies to committees.
7. To establish Terms of Reference for all Committees, Action Groups and Task Forces.
8. To ratify the appointment of members in the organization.
9. To ensure effective communication among the Board of Directors, Action Groups and Task Forces.
10. To present community values to the board and to present the board's point of view to the community.
11. To ensure that processes are in place to provide an environment for meaningful volunteer experiences.
12. To ensure that the financial resources or other means needed to implement the organization's plans are in place.
13. To employ the General Manager.
14. To provide the means and conditions for the employment of staff.
15. To conduct an annual Board Orientation for all Directors.
16. To carry out an annual review of the entire Board's performance.

The Active Board's role is to provide a "sober second thought" for decision-making related to CFDCTC activity. They allow the Corporation to network with related community interests by ensuring a diversity of people as committee members. Board committees bring creativity and new ideas and opportunities into CFDCTC and offer recommendations to the Board regarding the overall vision, future directions and policy of CFDCTC. Board committees report to and are accountable to the Board but work in partnership with staff respecting the General Manager's line of authority. Committees may form "ad hoc" sub committees to deal with specific or emerging issues.

Objective: The objective of the Board of Directors is to establish policy and governance policies and practices for the activities of Community Futures Development Corporation of Thompson Country (CFDCTC) in striving to work toward a more diversified dynamic economy creating a wide range of employment and investment opportunities while promoting a more involved, caring and committed community with an excellent climate for investment and outstanding quality of life. Further, to provide leadership in providing a link between CFDCTC, the community and all levels of government.

Mission: To promote community economic development by pursuing the goals of:

- Providing relevant and quality business services to entrepreneurs and small businesses;
- Providing community economic development support to all communities and community groups;
- Promoting general skills development for communities in general; and
- Ensuring accountability of our actions to the community and our stakeholders.

Ongoing Objectives of CFTCTC:

- To assist with the development of a strategic plan for community economic development of the Region.
- To assist with, the identification of opportunities for and impediments to the community economic development of the Region and communication to both public and private sector stakeholders.
- To provide technical, advisory and financial assistance to entrepreneurs and business ventures within the Region.

510 Executive Committee

Mandate:

The Executive Committee will transact the necessary and routine business of CFTC and any other business in accordance with the wishes of the board of directors.

Specifically, the Executive Committee will:

1. Deal with any situation that requires a decision between board meetings.
2. Form a subcommittee that will operate as the board agenda planning team. The Sub Committee (normally composed of the Chair, Vice Chair and General Manager) will review agenda items before each meeting, assign priority and allot appropriate time.

Membership:

The Executive Committee is comprised of the Chairperson, Past Chairperson, Vice-Chairperson, Secretary, Treasurer and other members appointed by the Chairperson.

Meetings:

The Executive Committee will meet on an as needed basis at the call of the Chair or GM for emerging situations. Committee Chair: Chair of the Board with support from the GM.

515 Finance Committee

Mandate:

The Finance Committee will develop, monitor and amend, as required, operational criteria to ensure that resources available related to the financial management of the corporation are utilised in harmony with the overall strategic plan developed by CFDCS. Specifically the committee will:

- Ensure the financial processes of CFDCS are in compliance with appropriate accounting practices and the yearly auditor's report.
- Assist the General Manager to prepare annual budgets for approval by the board.
- Assist the Treasurer to monitor revenues and expenditures according to the budget.

Membership:

The Finance committee is comprised of the Chairperson, the Treasurer, General Manager and the Comptroller support the committee.

Meetings: monthly prior to the regular board meeting.

Chair: Treasurer of the Board with support from the GM.

517 Human Resources Committee

Mandate:

The Human Resources Committee will develop, monitor and amend, as required, operational criteria to ensure that resources available related to Human Resources are utilised in harmony with the overall strategic plan developed by CFDCTC. Specifically the committee will:

- Recommend staff and organisational human resource policies including compensation levels.
 - Monitor operations for compliance with established human resources policies and procedures.
 - Recommend any revisions to human resource policies deemed necessary from time to time.
 - Serve as review committee for any human resources grievance processes
- Membership: Community Futures Development Corporation of Thompson Country board members appointed by the Board plus community members as invited.

Meetings: at the call of the Chair or the GM. Chair: Secretary of the Board with support from the GM

521 Table Officers

BOARD CHAIR

The role of Board Chair is extremely important. The volunteer and staff members look to the Chair for leadership; it is the role of the Chair to maximize the members' contributions to the organization and the members' satisfaction with their role.

It is the responsibility of the Board Chair to:

- Keep informed about the majority of activities happening through the office
- Keep tabs on the pulse of the organization, bringing his/her own expertise, personality and strengths to the job
- Recognize areas where he/she may have weaknesses and access expertise of other Board members to fill the gaps
- Ensure that the Board's role is maintained, assisting the Board to understand the big picture
- Assist the Board members to have meaningful debate and to understand the implications of the decisions they make
- Monitor and enhance the role of Board members to make sure the Board's needs are being met, to make sure the Board feels valued and important to the organization, and to make sure the organization is availing itself of the Board's expertise and strengths
- Ensure that the Board is providing the necessary leadership and decisions to assist staff in doing the day-to-day duties in an exemplary manner

- Ensure not to micro-manager; staff is hired and paid to do the job
- Make sure the message out to the community is consistent and of a high quality.

Specific duties of the Board Chair include:

Prior to a Board Meeting

- Work with the staff to prepare the agenda
- Ensure that the meeting package contains the required documentation
- Confirm that the meeting is properly called and that there will be a quorum present
- Be fully prepared for meetings; hold briefing session with staff and Vice-Chair as required.

During a Meeting

- Call the meeting to order
- Conduct the meeting
- Set and maintain a tone of mutual respect and team-work
- Decide on points of order and procedural issues
- Maintain order of speakers
- Ensure discussion stays focused, on topic and moving toward conclusion
- Decide when there has been sufficient discussion of a topic or motion
- Put motions to the vote and declare the result OR determine when agreement has been reached by consensus
- Cast the deciding vote in the event of a tie - Adjourn the meeting

Between Meetings

- Ensure the minutes are prepared and distributed
- Ensure appropriate follow-up takes place on decisions made at the meeting, usually in conjunction with the General Manager and Executive Assistant
- Spend time in the office to review correspondence, sign cheques and contracts, and stay abreast of Community Futures business
- Provide advice/ direction to the General Manager on policy & operational issues as required
- Communicate with Board members and Committee chairs in order to provide constructive feedback on their role
- Work with individual Board members to ensure full understanding of and compliance with the Terms of Reference, Code of Conduct, Confidentiality Agreement and Conflict of Interest Policy
- Make relevant reports to the Board of Directors and follow up as required
- Supported by the General Manager, act as the official spokesperson of the organization by giving speeches, attending community meetings, meeting with partners and dealing with the media
- Attend committee meetings as required. Monthly, Audit & Finance and Human Resources. Occasionally, other committee and Task Force meetings

Annually

- Ensure that an Orientation for Committee members takes place
- Attend a Chair's/Vice-Chair's orientation session as required.
- Work with staff to prepare for the Annual Planning Session; ensure follow-up to decisions made at the Planning Session as applicable
- Assist the HR Committee in conducting the General Manager's performance review
- Recommend members of the Board of Directors to be appointed to Audit and Finance, and Human Resources Committees
- Attend Community Futures Fall Conference and Spring CF Association AGM

As Required

- Chair meetings of the Executive Committee as required to deal with urgent/emerging issues

Time Commitment

Chair Board of Directors meetings – once/month	3 hours/month
Preparation for Board meetings	2 hours/month
Attend Audit and Finance meetings	1½-2hours/month
Attend Human Resources Committee meetings	2 hours/month
Visit CFDC Office on an as needed basis	4 hours/month
Public speaking – Spokesperson for the Board	1 hour/month
Attend Standing Committee meetings	Once in a while
Meet with partners	2 hours per month
Telephone/e-mail conversations with GM	<u>3 hours per month</u>
Total	16 hours per month

VICE-CHAIRPERSON

- To assume the duties of the Chairperson when the latter is unable to perform them;
- To assist the Chairperson in the regular performance of their duties.

Time Commitment

Chair Board of Directors meetings – once/month	Once in a while
Preparation for Board meetings	2 hours/month
Attend Board meetings	2 hours/month
Attend Executive meetings	1 hour/month
Attend Standing Committee meetings	Once in a while
Meet with partners	<u>1 hour/month</u>
Total	6 hours per month

SECRETARY

- To ensure that adequate records of the business affairs and meetings of the CFDC Thompson Country are maintained;
- To sign the minutes of all Board meetings attended;
- Ensure that a file of the minutes of the Board meetings and correspondence is properly maintained;
- To be signing officer of the CFDC Thompson Country;
- To carry out the duties and responsibilities of the Chairperson if the Chairperson and Vice-Chairperson are not available.

Time Commitment

Chair Board of Directors meetings – once/month	Once in a while
Preparation for Board meetings	2 hours/month
Attend Board meetings	2 hours/month
Attend Executive meetings	1 hour/month
Review Board minutes for Accuracy	1 hour/month
Attend Standing Committee meetings	Once in a while
Meet with partners	<u>1 hour/month</u>
Total	7 hours per month

TREASURER

- To be a signing officer of the CFDC Thompson Country;
- To review, approve, and sign the monthly Financial Statements;
- To periodically review and recommend changes and/or additions to existing procedures for financial controls;
- To present monthly financial statements to the Board for review and adoption;
- To recommend an auditor to the Board. To work with the auditor and review their reports and evaluate the performance of the individual;
- To prepare an annual financial report and present it at the annual meeting of CFDC Thompson Country;
- To carry out the duties and responsibilities of the Chairperson should that individual, the Vice-Chairperson, or the Secretary not be available.

Time Commitment

Chair Board of Directors meetings – once/month	Once in a while
Preparation for Board meetings	2 hours/month
Attend Board meetings	2 hours/month
Attend Executive meetings	1 hour/month
Meet with GM and Financial Administer (review)	4 hours/month

Sign cheques	1 hour/month
Attend Standing Committee meetings	Once in a while
Meet with Auditors	<u>Annually</u>
Total	10 hours per month

BOARD OF DIRECTORS' POSITION DESCRIPTION

The Active Board of Directors, as a whole, provides the processes and tools to provide a meaningful volunteer experience for individual Directors. In order for the Board to meet this commitment, individual board members will abide by the following:

Performance Responsibilities:

- Attend an orientation session annually.
- Understand, sign-off on and abide by the existing policies of the organization, specifically Board Member Code of Conduct and the Conflict of Interest Policy and Confidentiality Policy.
- Participate fully in formal volunteer development processes.
- Advocate for the organization in the community, on a formal and an informal basis. Directors should represent CFDCTC's interests informally at other community meetings/events and may be required to formally present CFDCTC's interests at other business meetings/events.
- Be aware of changing needs in the community.
- Be knowledgeable and responsible regarding overall finances of the organization.
- Express community point of view at the Board table.

Qualifications:

- Commitment to and demonstrated understanding of the mission of the organization
- Tact and ability to work with others
- Time and willingness to serve
- Knowledge of geographic areas of service and population groups served

Time Commitment:

- Ten board meetings per year, approximately 2.5 hours each plus the annual AGM and other events annually.
- Attend and participate on one of the Board's committees usually meeting once a month for 2 hours.

505 Active Board Recruitment Policy

Community Futures Development Corporation Thompson Country is a registered corporation governed by all regulations and by-laws pertaining to corporations. The Corporation is managed by a general manager under the direction of a corporate board of directors.

All members of the Board will have a demonstrated commitment to economic and community development and sustainability. Board members will also demonstrate a thorough understanding of Community Futures' mandate and role in the community. In addition, the makeup of the Board will reflect the organization's strategic plan for that period of time. The Board will seek a balanced directorship which reflects or includes:

- Relevant demographics of the Region
- Geographic communities of the region
- Legal, accounting and marketing expertise
- Representation of business and industry sectors in the community

Board Succession Planning

The objective of the Board Succession and Renewal Plan is to ensure that, collectively, the Directors have the knowledge and skills necessary to enhance the long-term performance of the Organization. The Board approved policy on Director Tenure is:

- Maximum tenure of Directors is nine consecutive years from date of first election by members. This also includes loan committee members whose term shall be no longer than 9 consecutive years.
- The Board, on its initiative and on an exceptional basis, may exercise discretion to extend the maximum terms specified above where it considers that such an extension is in the best interests of Community Futures Thompson Country
- At no time may more than 2 members of the current Board be in place for more than 9 consecutive years.

Board Recruitment Process:

The Board of Directors will review its composition and identify potential membership needs. Community Futures will advertise in local newspapers, and will also solicit suggestions for potential board members among committee members, staff and other board members.

The Executive Committee will receive and review applications for director positions in accordance with the recruiting procedure outlined below, and will present a slate of directors for election at the Annual General Meeting.

Recruiting Procedure:

1. Information package provided to an interested individual by board member, committee member and/or staff person
2. Application completed and returned for review by the Executive Committee.
3. Agree to either
 - give “provisional approval” to prospective member. “Provisional approval” means that the Committee has approved the application provisional on the applicant’s decision to join the organization after having had an opportunity to learn more about its purpose and programs
 - reject the application
 - “file” the application for review at a later date
 - request additional information from the applicant
4. Official response returned to applicant. Where the applicant has received “provisional approval” they will be provided with a board manual and strategic plan, as well as an invitation to meet with the Board Chair and General Manager, and/or other board/committee members as required.
5. Applicant decides whether or not to join the organization
6. Where the Applicant decides to join they are invited to the Annual General Meeting at which time their name is placed on the nominations list for election of directors/or recommendation to be placed on the board or a committee.

Organization Structure

The Active Board: The Board shall comprise a minimum of three (3) and a maximum of seventeen (17) Active Members.

Committees: Standing Committees of the Board shall include the:

Executive Committee

Loans Committee

Self-Employment Committee

Ad hoc Committees may be established by the Board or the Executive Committee of the Board as deemed appropriate.

Active Members

Definition: Active Members are volunteers:

residing in the geographic area defined in the Corporation's Letters Patent/Bylaws;

Committed to furthering the objectives of the Corporation; and prepared to commit time and expertise to establishing and maintaining Community Futures as the region's leading economic development agency.

Representation: The Recruitment Qualification Screen identifies characteristics of the community at large that are deemed particularly desirable for representation on the Community Futures Board.

Categories: The Screen will include the following categories:

Geographic
Industry/business
Interest group
Social/justice/environment

Use of the Screen: The Board will use the Screen as an ongoing aid in identifying and recruiting potential new Board members.

Priorities: The Board in its recruiting efforts will strive particularly to ensure that:

- there is gender equity;
- at least one Member is between the ages of fifteen and twenty-nine;
- at least one Member resides in each of (i) Chase and area; (ii) the North Thompson; and (iii) Kamloops and area;
- Members are active in community groups, organizations or businesses with purposes similar or complementary to those of Community Futures.

Recruitment: Annually, the Executive Committee will review and report to the Board its findings with respect to current Board size and representation of characteristics identified in the Recruitment Qualification Screen.

The recruitment process normally will proceed so that new Members can be approved by the Board prior to each year's Annual General Meeting.

- The Recruitment process will be initiated if at any time Board Membership falls to eight (8) or fewer, with new members appointed to the Board in a timely manner.

- The Board will consider the Executive Committee's report and determine the number and characteristics of new members to be sought.
- Board Members will be asked to suggest candidates possessing desired characteristics and may be asked to approach candidates for the purpose of determining potential interest.
- The Board may at its discretion undertake other measures to identify candidates including advertising in the local media.
- All potential members will be required to submit an "Application for Active Board Membership" form to the Corporation's office.
- The Board will set a deadline for submission.
- The Executive Committee will assess applications in accordance with directions from the Board and will provide to the Board a slate of candidates for consideration.
- The Board will review the slate of candidates and elect those it deems appropriate.
- The Board Chair will by way of letter inform successful candidates of their election and thank other applicants for their interest.
- The Board Chair will by way of letter inform the Member(s) of Parliament for the Community Futures Thompson Country region of the new appointments.

Authority and Responsibility of the CFDCTC Active Board

General Responsibilities

- Responsible for the appointment of all Active, Associate and Honorary members to CFDCTC as established by the Letters Patent, Constitution and By-laws.
- Responsible for the establishment of Committees and their mandates as required from time to time. E.g. Executive, Loan, Self-Employment or, Communications Committee. One appointed Active Member, in good standing, must be the Chairperson of any Committee.
- Responsible to assist staff in the ongoing development of all CFDCTC programs and activities as required from time to time.
- Responsible that each board member, client, employee, applicant for employment, or any other such person has the right to have information about him/her kept strictly confidential

Responsibilities to the Executive Committee

- Responsible to elect the Executive Committee, made up of Chairperson, Vice-Chairperson, Secretary, Treasurer, and two Director's at large at its Annual General Meeting.
- The Chairperson is the only spokesperson for Community Futures Thompson Country or his/her assigned designate.
- Responsible for establishing policy for the Executive Committee activities.

Responsibilities to the Loans Committee

- Responsible for the appointment of all members to the Committee and establish length of terms for Committee members. The Committee will be a minimum of five members.
- Responsible for participating in the Committee activities by appointing at least two members which are Active Members of the CFDCTC.
- The Chairperson of the Loans Committee must be an Active Member of CFDCTC.
- Responsible for establishing policy for the loan activities as required by the Contribution Agreement and applicable funding agencies.
- Responsible to empower the Loans Committee to approve or decline loans for the various loan fund portfolios of CFDCTC.
- Responsible for marketing the Loans Program in accordance with policy and established priorities.

Responsibilities to the Self Employment Committee

- Responsible for the appointment of all members to the Committee and establish the length of terms for Committee members. The Committee will be a minimum of five members.
- Responsible for participating in the Self Employment Committee activities by appointing at least two members which are Active Members of CFDCTC.
- The Chairperson of the Self-Employment Committee must be an Active Member of CFDCTC.

- Responsible for establishing policy for the Self Employment Program activities as required by the Contribution Agreement by the Ministry of Housing and Social Development Labour Market Services.
- Responsible to empower the Self Employment Committee to select clients onto the Self Employment Program.
- Responsible for the promotion of the Self-Employment Benefit Program in accordance with established policies and priorities.

Communication and Visibility

- The Active Board shall carry out its communication activities in accordance with the standards for the Program as prescribed by Western Economic Diversification Canada, Ministry of Housing and Social Development Labour Market Services and other relevant agencies.
- The Active Board shall carry out its communication activities in accordance with the “Visibility Guidelines” as provided by Western Economic Diversification Canada and/or Ministry of Housing and Social Development Labour Market Services Guidelines and/or other applicable funding agency guidelines.

Operational Guidelines for the Active Board

- A majority of the Active Board must be present at a meeting to establish the required quorum to carry out its assigned activities. A majority is defined as 50% plus one.
- The Active Board must keep minutes.
- The Active Board will meet at least once per month.

Roles and Responsibilities of the General Manager to the Active Board

- The General Manager (GM) will have prepared, on behalf of the Active Board, a meeting agenda, in consultation with the Chairperson, to govern the items for review and consideration at its regular monthly meeting.
- The GM will have prepared, on behalf of the Active Board, minutes of each meeting and ensure that they are provided to CFDCTC on a monthly basis.
- The GM will provide monthly financial statements including income statements and balance sheets of all accounts held by the Corporation.

- Annually, the Active Board will measure the performance of the GM as outlined in the Personnel Policy.

518 Executive Committee Mandate

OBJECTIVE: The objective of the Executive Committee is to provide leadership in providing the link between the Corporation, the community, and all levels of government. The Executive Committee will assist the General Manager (ED) with the ongoing operations of the organization.

Ongoing Objectives of the CFTC by the Active Board to the Executive Committee:

- Responsible to elect the Executive Committee, made up of Chairperson, Vice-Chairperson, Secretary, Treasurer, and two Director's at large at its annual general meeting.
- Responsible for establishing policy for the Executive Committee and consider any recommendations made by the Executive Committee.
- Responsible to empower the Executive Committee to approve day to day operational decisions as set out by the authority of the CFDCTC Thompson Country.

Authority and Responsibility of the Executive Committee:

- Responsible and accountable to the CFDCTC Active Board Members.
- Responsible for researching new policies or direction in response to Western Economic Diversification Canada or Service Canada or community external or internal initiatives within the frame-work of the Community Futures programs.
- Responsible for the leadership of the management of the day to day operations of the CFDCTC.
- Responsible to direct the negotiation of annual contracts for recommendation to the Active Board.
- Responsible for providing leadership in the development of revenue generating community partnerships for recommendation to the CFDCTC.
- Responsible to direct the development of an annual budget and recommend in draft form the proposed financial plan to the Active Board.

- Responsible for, but not limited to providing advice to the General Manager on administration, capital purchases, insurance and legal services and building lease arrangements for recommendation to the CFDCTC Development Corporation.
- Responsible to recommend to the CFDCTC policy that governs the Active Members of the CFDCTC Development Corporation.
- Able to act in the Board of Director's stead when directed by the Active Board by resolution.

Operational Guidelines for the Executive Committee:

- A majority of the Executive Committee must be present at a meeting to establish the required quorum to carry out its assigned activities. A majority is defined as 50% plus one.
- The Chairperson of the Executive Committee must be the Chairperson of the CFDCTC.
- The committee must provide minutes and a full report on a monthly basis to the CFDCTC
- The Executive Committee should meet at least once per month.

Roles and Responsibilities of the General Manager to the Executive Committee

- The General Manager will manage the day to day operations of the CFDCTC including programming client services, and CED consistent with policies developed by the CFDCTC.
- The General Manager will have prepared, on behalf of the Executive Committee, minutes of each meeting and ensure that they are provided to the CFDCTC on a monthly basis.
- The General Manager will provide all background information to the Executive Committee for the effective and efficient operations of the Committee.

540 Confidentiality Policy for Active Board Members and Committees

Each board member, committee member or volunteer with CFDCTC has the right to have all information about him/her kept strictly confidential.

- No file shall be made available and no reports shall be made on any other person unless the affected person has given written permission to the General Manager or Chairperson of the Board, or such other duly appointed person, for such information to be disclosed.
- Any information received as an Active Board Member, Committee Member or volunteer will be held in the strictest confidence and shall not, at any time, be disclosed to any person, unless required by law. Nor shall any information regarding the business or affairs of the CFDCTC which was obtained through or as a direct or indirect result of his/her association with the Corporation be disclosed to any other person.
- A person whose file is in the possession of the CFDCTC may access his or her file while on the CFDCTC premises and may request to have any or all of it photocopied but may not remove any or all of the original file from the premises.

550 Meeting Attendance Policy

MEETING ATTENDANCE POLICY

- The Board of Directors and all Committee Members are required to attend all meetings relevant to their particular functions as Board Members or assigned Committee Members. The assignment to a specific committee is made by the Board with the agreement of the individual concerned.
- Should a Board Member be considered inactive by missing three consecutive meetings without notification will be contacted by the Chairperson of the Board or designate to reaffirm his/her participation in the activities of the organization.
- In the case of a Committee Member (e.g. Loan, SE etc.) missing three consecutive meetings without notification or approval of the Committee Chairperson, will be contacted by the Committee Chairperson to reaffirm his/her interest and participation on the Committee(s). The Committee Member may wish to continue or discontinue his/her participation in the activities of the organization.

- Should Members of the Board or Committee Members then not attend required meetings up reaffirmation of their interest and commitment to the Board or Committee, after 30 days, it will be deemed that the individual will no longer be member of the Board or Committee.
- Board or Committee members who are unable to fulfill their commitment(s) for an extended period (e.g. three (3) months or more), are required to resign from the Board/Committee and apply for re-instatement following a return from such an absence.

The Board will, in all applicable situations, make the final determination on whether the inactive Board or Committee member will be re-instated or the appointment rescinded. Written notification will be forwarded to the affected person(s).

LOANS COMMITTEE

600 Loans Committee Mandate

ONGOING OBJECTIVES OF THE CFDCTC'S ACTIVE BOARD TO THE LOAN COMMITTEE:

- Responsible for the appointment of all members to the Loans Committee and establish length of terms for Committee members. The Loans Committee will be a minimum of five members.
- Responsible for participating in the Loans Committee activities by appointing at least two members which are Active Members of CFDCTC.
- The Chairperson of the Loans Committee must be an Active Member of CFDCTC.
- Responsible for establishing policy for the loan activities as required by the Western Economic Diversification Canada Contribution Agreement and other related funding agencies.
- Responsible to empower the Loans Committee to approve or decline loans for the various loan fund portfolios of CFDCTC.
- Responsible for promoting the Loan Portfolios in accordance with policy and established priorities.
- Responsible for the monitoring and evaluation of the program based on policy (e.g. job creation, loans loss ratios, return on investment).
- Responsible for activities such as interest rates, lending limits, waiver of fees, collections, staff autonomy etc. which enhance the effective and efficient delivery of the loans program.
- Responsible that each Loan Committee member, all clients, employee, or any other such person has the right to have information about him/her kept strictly confidential.

AUTHORITY AND RESPONSIBILITY OF THE LOAN COMMITTEE:

- Responsible and accountable to the CFDCTC Active Members.
- Responsible for the election of the Chairperson of the Committee from the Active Members of the CFDCTC.
- Responsible to work with staff in the ongoing development of the Loan program.
- Responsible for policy recommendations to the CFDCTC as required from time to time.
- Responsible for approving or declining loan applications.

OPERATIONAL GUIDELINES OF THE LOAN COMMITTEE:

- A majority of the Loan Committee must be present at a meeting. A majority is defined as 50% plus one.
- The Chairperson of the Loan Committee must be an Active Member in good standing of the Community Futures Thompson Country.
- The Loan Committee must have a minimum of two Active Members in good standing of the Community Futures Thompson Country.
- The Loan Committee will meet at least once per month.
- The Loan Committee will provide a monthly report to the Community Futures Thompson Country.

ROLES AND RESPONSIBILITIES OF THE LOANS ADMINISTRATOR OR DESIGNATE TO THE LOANS COMMITTEE

- The Loans Administrator or designate will manage the day to day operations of the Loan(s) Program.
- The Loans Administrator will provide the Loan Committee all materials support documentation for clients being considered for a loan in any given month.
- The Loans Administrator or designate will provide all background information to the Loans Committee for the effective and efficient operations of the Committee.
- The Loans Administrator or designate will have prepared, on behalf of the Loans Committee, minutes of each meeting.
- The Loans Administrator or designate will have prepared a report on behalf of the Loans Committee and submitted to the Active Board for its next meeting following the Loan Meeting.

615 Confidentiality Policy for CFTC Loan Committee Members

Each committee member or volunteer with CFDCTC has the right to have all information about him/her kept strictly confidential.

- No file shall be made available and no reports shall be made on any other person unless the affected person has given written permission to the General Manager or Chairperson of the Board, or such other duly appointed person, for such information to be disclosed.
- Any information received as Loan Committee Member or volunteer will be held in the strictest confidence and shall not, at any time, be disclosed to any person, unless required by law. Nor shall any information regarding the business or affairs of the CFDCTC which was obtained through or as a direct or indirect result of his/her association with the Corporation be disclosed to any other person.
- A person whose file is in the possession of the CFDCTC may access his or her file while on the CFDCTC premises and may request to have any or all of it photocopied but may not remove any or all of the original file from the premises.

640 Loans Operating Policy

CFTC Lending Practices

Financial assistance shall only be provided by CFTC to business projects:

- That would predominantly employ local people in respect of the jobs created.
- Introduce a new technology to a particular community
- Assist an existing business to become more economically viable
- That, in the judgment of the Corporation's Board of Directors, have a reasonable expectation of economic viability.

Any financial assistance in excess of \$150,000 is only to be considered on an exceptional basis and when considering financial assistance in excess of the normal limit of \$150,000 it is to be clearly understood that:

- The financial assistance in excess of \$150,000 must clearly demonstrate exceptional circumstances.
- The integrity of the investment fund must be assured in order to ensure the health of their organization and capacity to operate effectively
- The need remains to balance the small loans that support the original intention of the CF program and larger investments that may impair their ability to make financial assistance under \$150,000.

- Every effort is to be made to enter into syndicated or other joint lending arrangements in order to limit the risk borne by Community Futures Thompson Country.
 - The amount of any **individual** investment cannot exceed the greater of 10% of the total investment fund assets or \$150,000.
 - The CF has demonstrated and recorded on file unsuccessful attempts to collaborate with the Business Development Bank of Canada (BDC) and/or other conventional lender, and/or with a CF syndicated loan program, where in place, with other regional CF organizations, to ensure that the CF portion of the loan only exceeds \$150,000 where absolutely necessary.
 - Approving the loan must not raise the total outstanding value of all such loans (over \$150,000) to greater than 20% of the value of the CF's total Investment Fund (WD funds) at the date of the approval of the loan.
 - As this will be an exception to policy, the decision to approve any financial assistance over \$150,000 is made by the Board of Directors (not a sub-committee) irrespective of any delegated approval that may exist, and clearly recorded in signed Minutes of the Board meeting.
 - During the assessment and approval process, the Board should consider and document their rationale as to whether enhanced due diligence such as outside review of business plan or independent appraisal of business assets is required.
- To protect the intent and integrity of the Investment Fund and to reflect the exceptional circumstances in which loans exceeding \$150,000 will be granted added conditions are to be applied over and above the usual due diligence required in any lending decision. Specifically, loans greater than \$150,000 will be subject to the following requirements:
 - The borrower must be a well-established incorporated entity or be sufficiently capitalized such that total debt (including new financing) does not exceed a debt to equity ratio of 2:1
 - Annual operating profits are to provide 2X cash flow requirements for debt servicing.
 - In applications where the cash flow for debt servicing cannot be confirmed, the borrower must provide evidence that additional working capital can be provided in case of need.
 - A fixed charge over land, buildings, or equipment in which equity of 35% over loan levels is to be provided.
 - Security position over land and buildings will be no less than a second charge and a first place position will be required for other fixed assets
 - The maximum term of any loan will not exceed sixty (60) months and the loan amortization period will not exceed 180 months (15 years)

650 Meeting Attendance Policy

MEETING ATTENDANCE POLICY

- Loan Committee Members are required to attend all meetings relevant to their particular functions as Members or assigned Committee Members. The assignment to a specific committee is made by the Board with the agreement of the individual concerned.
- In the case of a Loan Committee Member missing three consecutive meetings without notification or approval of the Committee Chairperson, will be contacted by the Committee Chairperson to reaffirm his/her interest and participation on the Committee(s). The Committee Member may wish to continue or discontinue his/her participation in the activities of the organization.
- Should the Committee Member then not attend required meetings up reaffirmation of their interest and commitment to the Board or Committee, after 30 days, it will be deemed that the individual will no longer be member of the Committee.
- Committee members who are unable to fulfill their commitment(s) for an extended period (e.g. three (3) months or more), are required to resign from the Committee and apply for re-instatement following a return from such an absence.

The Board will, in all applicable situations, make the final determination on whether the inactive Committee member will be re-instated or the appointment rescinded. Written notification will be forwarded to the affected person(s).

660 Client Loan Dispute and Redress Resolution Policy

CLIENT LOAN DISPUTE AND REDRESS RESOLUTION POLICY

- Community Futures Development Corporation of Thompson Country (CFDCTC) has entered into a Contribution Agreement with Western Economic Diversification in conjunction with the Government of Canada for the delivery of the client loan services and programs.
- Any related activity or requirement by a client outlined in the Loans Agreement with CANADA is unalterable by this Client Dispute and Redress Resolution Policy.
- Further, any policies established by the CFDCTC Board of Directors related to the operations of CFDCTC are unalterable through a client dispute and redress resolution process.

- It is understood that this Client Dispute and Redress Resolution Policy recognizes that the client has discussed his/her arisen problem or opinion of unfair treatment with his/her Business Analyst and/or the General Manager and it remains unresolved.
- The Corporation assures every loan client fair and equal treatment and consideration. Where, in the opinion of the client, unfair treatment has occurred, or some other problem has arisen, the following procedures must be followed.

Step 1

The first step in resolving a concern for a loan client is to bring it to the attention of the Business Analyst/Loans Administrator or designate. If it cannot be easily resolved within three (3) working days, the Client should request a scheduled meeting with the General Manager or designate and provide him or her with the written and calendar dated details of the concern. At the meeting with the General Manager or designate the client may have an advocate attend or may use the advice provided by an external source.

The General Manager or designate will then respond within five (5) working days of the meeting and will inform the client in writing either by letter or email of the action to be taken to resolve the concern.

Step 2

If the concern has not been resolved within five (5) working days of the meeting with the General Manager or designate, or if it has not been fully or satisfactorily resolved, the client may within five (5) working days of receiving the General Manager or designate calendar dated decision request in a dated memorandum that the General Manager or designate arrange for a mutually agreed to Arbitrator/Mediator to meet with the General Manager or designate and the client to resolve the concern. The date, time and place for the meeting(s), the guidelines followed, and the awarding of any costs or divisions of fees shall be at the discretion of the Arbitrator/Mediator.

If the initial concern is due to the actions, inaction or decisions of the General Manager or designate, the client should follow the procedures and timelines for meetings and written decisions of first with the General Manager or designate, and then with a request for the assistance of an Arbitrator/Mediator. The decision of the Arbitrator/Mediator will be binding on all parties and delivered on the understanding of confidentiality and nondisclosure. Failure on the part of the client to comply with the five (5) day deadline at any step of the procedure shall be interpreted by the General Manager or designate as a resolution to the concern.

Client Dispute Resolution List of Arbitrators

Any client, staff, contractor or other such persons requiring the services of arbitrator/mediator must choose one of the persons listed below who are qualified arbitrator/mediators.

Mr. Fred Kaatz, Lawyer

#301 – 186 Victoria St.

Kamloops, BC

T (250) 372 3444

Ms. Jeannette Matson

#6 – 1260 Alpine Rd.

Kamloops, BC V2C 6M1

T (250) 578 7444

Woodruff, Kent G.

Commercial Arbitration Services

1441 Mt Dufferin Dr,

Kamloops, BC

T (250) 374-1594

Choosing an Arbitrator/Mediator must fall within the timelines stated in the applicable policy or contract.

The date, time and place for the meeting(s), the guidelines to be followed, and the awarding of any costs or division of fees shall be at the discretion of the Arbitrator/Mediator.

665 Community Futures Investment Funds

In support of the BC Futures Investment Fund the Board of Directors of Community Futures Thompson Country are committed to the promotion of SME and social enterprise loans within their region as a form of supporting economic growth and diversity.

The Board also supports the concept of making available to other Community Futures offices, any idle WD investment funds including repayable, non-repayable and EDP funds, either with a direct loan to another Community Futures office or a loan to the BC Futures Fund. Therefore, the Board of Directors of Community Futures Thompson Country moves that at any time should there be less than 75% of the value of our WD investment funds outstanding in loan and loan commitments to eligible Community Futures loan clients, these funds would be available for deposit to the BC futures Fund, if called upon.

SELF-EMPLOYMENT

703 Self-Employment Committee Mandate

ONGOING OBJECTIVES OF THE CFTC ACTIVE BOARD TO THE SELF EMPLOYMENT COMMITTEE:

- Responsible for the appointment of all members to the Self-Employment Committee and establish the length of terms for Committee members. The Self-Employment Committee will be a minimum of five members.
- Responsible for participating in the Self-Employment Committee activities by appointing at least two members which are Active Members of Community Futures Thompson Country.
- The Chairperson of the Self-Employment Committee must be an Active Member of the Community Futures Development Corporation.
- Responsible for establishing policy for the Self-Employment Committee within established criteria from the Ministry of Social Development and Social Innovation contained in the Contract(s).
- Responsible to empower the Self Employment Committee to select clients onto the Self Employment Benefit Program.
- Responsible for the marketing of the Self-Employment Program in accordance with established policies and priorities.

AUTHORITY AND RESPONSIBILITY OF THE SELF EMPLOYMENT COMMITTEE:

- Responsible and accountable to the CFDC Active Board.
- Responsible for the election of the Chairperson of the Committee from Active Members of the CFTC Active Board.
- Responsible for the review of concept plans and selection of clients into the program and review of their business plans and to re-affirm selection onto the SE Program.

OPERATIONAL GUIDELINES OF THE SELF EMPLOYMENT COMMITTEE:

- A majority of the Self Employment Committee must be present at a meeting to establish the required quorum to carry out its assigned activities. A majority is defined as 50% plus one.

- The Chairperson of the Self Employment Committee must be an Active Member in good standing of the Community Futures Thompson Country.
- The Self Employment Committee must have a minimum of two Active Members in good standing of the Community Futures Thompson Country.
- The Self Employment Committee will meet at least once per month in person or by email.
- The Self Employment Committee will provide a monthly report to the Community Futures Thompson Country.

ROLES AND RESPONSIBILITIES OF THE MINISTRY OF HOUSING AND SOCIAL DEVELOPMENT LABOUR MARKET SERVICES

- Responsible for funding of the program by contractual arrangement including staff resources to deliver the program, all costs for the delivery of the program, and participant allowances.
- Responsible to work with staff providing confirmation of eligibility of clients who are applying to be selected onto the Self Employment Program.

ROLES AND RESPONSIBILITIES OF THE SELF EMPLOYMENT COORDINATOR

The Self Employment Coordinator or designate will manage the day to day operations of the Self Employment Program.

The Self Employment Coordinator will provide the Self Employment Committee all materials and support documentation for clients being considered either at the Concept Stage or Business Plan Stage to be accepted or reaffirmed onto the Self Employment Program.

The Self Employment Coordinator or designate will have prepared, on behalf of the Self Employment Committee, minutes of each meeting.

The Self Employment Coordinator or designate will have prepared a report on behalf of the Self Employment Committee and submitted to the Active Board for its next meeting following the Self Employment Committee meeting.

715 Confidentiality Policy for CFTC SE Committee Members

Each committee member or volunteer with CFDCTC has the right to have all information about him/her kept strictly confidential.

- No file shall be made available and no reports shall be made on any other person unless the affected person has given written permission to the General Manager or Chairperson of the Board, or such other duly appointed person, for such information to be disclosed.
- Any information received as SE Committee Member or volunteer will be held in the strictest confidence and shall not, at any time, be disclosed to any person, unless required by law. Nor shall any information regarding the business or affairs of the CFDCTC which was obtained through or as a direct or indirect result of his/her association with the Corporation be disclosed to any other person.
- A person whose file is in the possession of the CFDCTC may access his or her file while on the CFDCTC premises and may request to have any or all of it photocopied but may not remove any or all of the original file from the premises.

750 Meeting Attendance Policy

MEETING ATTENDANCE POLICY

- SE Committee Members are required to attend all meetings relevant to their particular functions as Members or assigned Committee Members. The assignment to a specific committee is made by the Board with the agreement of the individual concerned.
- In the case of a SE Committee Member missing three consecutive meetings without notification or approval of the Committee Chairperson, will be contacted by the Committee Chairperson to reaffirm his/her interest and participation on the Committee(s). The Committee Member may wish to continue or discontinue his/her participation in the activities of the organization.
- Should the Committee Member then not attend required meetings up reaffirmation of their interest and commitment to the Board or Committee, after 30 days, it will be deemed that the individual will no longer be member of the Committee.
- Committee members who are unable to fulfill their commitment(s) for an extended period (e.g. three (3) months or more), are required to resign from the Committee and apply for re-instatement following a return from such an absence.

The Board will, in all applicable situations, make the final determination on whether the inactive Committee member will be re-instated or the appointment rescinded. Written notification will be forwarded to the affected person(s).

WORKBC EMPLOYMENT PROGRAM

800 Employment Program of BC Mandate

Mandate

The WorkBC program supports British Columbians to successfully navigate B.C.'s labour market and to search the comprehensive job board or use up-to-date labour market information to help guide education and career paths for its clients.

Preamble

Community Futures Development Corporation of Thompson Country holds a service agreement with Her Majesty the Queen in right of the Province of British Columbia, as represented by the Minister of Social Development to provide services to the Ministry of Social Development CFMS. CFDCTC is responsible for the day to day management of operations of the Employment Program Service Centre Site in Merritt, BC and for the Employment Program of BC for # 59 Merritt and for the Self-Employment Program for #57 Kamloops and for the Self Employment Program #26 Lillooet.

As a result of this Agreement, CFDCTC and or its employees or Service Providers, may produce or receive from the Province or another person, records, findings, software, data, code, designs, plans, specifications, drawings, working papers, reports, documents and other material to carry out the objectives of the WorkBC program.

840 Confidentiality Policy Employment Program of BC

Confidentiality

WorkBC clients have the right to have all information about him/her kept strictly confidential.

CFDCTC staff and Service Providers will treat as confidential and will not, without the prior written consent of the Province use, publish, disclose or permit to be used, published or disclosed any Material, or any other information that is accessed, produced or obtained, whether verbally, electronically or otherwise as a result of the Agreement (collectively, the "Information"), except:

- insofar as the Information to be used, published, or disclosed is general public knowledge or was in possession prior to the date of the Agreement;
- insofar as the Information to be used, published or disclosed is provided by a third party who waives any requirement that is held confidential; and as such use, publication or disclosure is required by law.

CFDCTC its staff and service providers will govern the collection, use and disclosure of personal information in a manner that recognizes both the right of individuals to protect their personal information and the need of organizations to collect, use or disclose personal information for purposes that a reasonable person would consider appropriate in the circumstances. In all cases the organization will adhere to the CFDCTC personal information protection policy and that of the Personal Information Protection Act.

Requests for Access to Personal Information

If Community Futures Development Corporation, receives a request for access to personal information from a person other than the Province, CFDCTC must promptly advise the person to make the request to the Province unless the Agreement expressly requires the CFDCTC to provide such access and, if the Province has advised the CFDCTC of the name or title and contact information of an official of the Province to whom such requests are to be made, the CFDCTC must promptly provide that official's name or title and contact information to the person making the request.

841 Access to Personal Information

Requests for Access to Personal Information

If Community Futures Development Corporation of Thompson Country receives a request for access to personal information from a person other than the Province, the Contractor must promptly advise the person to make the request to the Province unless the Agreement expressly requires the Contractor to provide such access and, if the Province has advised the Contractor of the name or title and contact information of an official of the Province to whom such requests are to be made, the Contractor must promptly provide that official's name or title and contact information to the person making the request.

ADMINISTRATION

900 Conflict of Interest Policy

Conflict of Interest

Duty of a Board Member, Committee Member, Staff, Contractor or Sub Contractor

Where a Board Member, Committee Member, Staff, Contractor or Sub Contractor, either on his or her own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the CFDCTC at which time the matter is the subject of consideration, he or she:

- a) will prior to any consideration of the matter at the meeting, disclose his or her interest and the general nature thereof;
- b) will not take part in the discussion or vote on any question in respect of the matter; and in fact;
- c) will absent himself or herself from that part of the meeting during which the matter over which the conflict arises is being discussed.

Pecuniary Interest

A Board Member, Committee Member, Staff, Contractor or Sub Contractor would have an indirect pecuniary interest in any matter where he or she or their immediate family [“Immediate family is defined as: a parent, grandparent, grandchild, former guardian, wife, husband, common-law spouse, sibling, father-in-law, mother-in-law, brother-in-law, sister-in-law, and any other relative with whom the employee permanently resides.]

- a) is a shareholder in a private corporation; or
- b) has controlling interest in a public corporation; or
- c) is a member of a body corporate; or
- d) or is a partner of a person; or
- e) is in the employment of a person or body corporate; which has a pecuniary interest in the matter.

Pecuniary in this sense means of or involving money. This policy is intended to apply to any Board Member of CFDCTC, Committees, Staff, Contractors or Sub Contractors.

903 Confidentiality Policy for Staff

Each employee, or applicant for employment associated with CFDCTC has the right to have all information about him/her kept strictly confidential.

- No personnel file shall be made available and no reports shall be made on any other person unless the affected person has given written permission to the General Manager, or Chairperson of the Board, or such other duly appointed person, for such information to be disclosed.
- Any information received as an employee will be held in the strictest confidence and shall not, at any time, be disclosed to any person, unless required by law. Nor shall any information regarding the business or affairs of the CFDCTC was obtained through or as a direct or indirect result of his/her association with the Corporation be disclosed to any other person.
- An employee whose file is in the possession of the CFDCTC may access his or her file while on the CFDCTC premises and may request to have any or all of it photocopied but may not remove any or all of the original file from the premises.

912 Release of Information

From time to time CFDCTC is requested to provide information to individuals, organizations and government agencies that staff may be unsure of its public nature. (E.g. Director and Committee member names, research specific to the organization).

The purpose of this policy is to provide clarity establishing a procedure to be followed when a request for information is made of the Corporation that staff may be unsure as to whether the information should be readily given out.

- When information is requested to all activities of CFDCTC the Personal Information Protection Act Policy 230 prevails.
- A request for information by CFDCTC must be made in writing outlining the purpose for which the information will be used.
- The General Manager has the authority to approve the release of the information and if there is doubt as to the public nature of the information a resolution by the Board and/or the Executive Committee approving the release of information is required.

915 Meeting Procedures

- An annual schedule of meetings for the Executive Committee, Regular Board and Loan Committees will be developed by staff and circulated at each Annual General Meeting in September.
- Executive and Board Meeting agendas will be developed by staff and circulated to the Executive Committee or the Board 5 days in advance of the meeting. Supporting documentation must be circulated 2 business days prior to the meeting. From time to time there may be an urgent item that is unexpected and may be added with the approval of the Chair
- Executive meeting agendas shall not be altered without prior approval of the Executive Committee while Board meeting agendas shall not be altered without prior approval of the Board of Directors
- All meetings will adhere to Robert Rules of Order which includes the ability of the Board of Directors to hold In-Camera meetings to consider legal, personnel or land decisions.
- Minutes of In-Camera meetings must be kept. If the resolutions of the meeting affect the public operations of the Corporation those resolutions must be ratified by the Board of Directors at its next regular meeting.
- All minutes and the motions of a Board meeting will be e-mailed to the Board on the within 5 business days of the Executive or Board meeting. General errors or omissions to the minutes will be recorded in the following meeting. If there are serious concerns regarding the minutes then staff should be advised
- At each meeting of the Board one policy will be reviewed and updated. The specific policy to be reviewed will be recommended by the board at the pervious board meeting.

921 Venue Selection and Event Rentals

- Selection of venues for events, such as the Corporate Strategic Planning, will require three separate bids with the lowest cost bid as the preferred location. The pricing must be all inclusive of costs to be paid and for the specific period to be attended by the participants
- Venues and events must be within the CFDC Thompson Country service area.

FINANCIAL

Objectives

- To control and conserve the assets of the Corporation.
- To record all financial transactions in an accurate and timely manner.
- To provide monthly financial statements.
- To provide monthly investment portfolio transaction analysis.
- To facilitate the preparation of monthly management reports.
- To provide annual financial statements.

Banking Structure

Each loan fund and program operating funds are to be kept in separate bank accounts with their own records.

The CFDC Treasurer and Chair working with the General Manager and Financial Administrator will be responsible for pursuing banking practices that will generate the greatest rate of return and the lowest cost. Current practice utilizes a consolidated offset balance system where all funds generate interest.

Records/Books of Original Entry

Provide accurate timely accounting records will be maintained.

Reporting Requirements

In addition to mandatory reporting requirements, the following reports will be prepared and distributed to the CFDCTC Board of Directors:

Annually

Prepare and distribute audited financial statements for the Corporation
Management reports – bad debt ratio and collection statistics

Monthly

Provide variance summary statements of the Corporation for the CFDCTC Board of Directors

Procedures

Follow normal accounting procedures will be followed as per Generally Accepted Accounting Procedures (GAAP).

Bank Reconciliations

At the end of the month each bank account will be reconciled from the book balances to the bank statement balances.

General Ledger

At the end of each month the general ledger will be posted from the summarized results of the receipts, disbursements and payroll. The general ledger is then totaled and balanced.

Authorization of Expenditures

The General Manager can authorize any expenditure that coincides with the commitment for the activities approved in the current Business Plan. Spending activities identified outside the business plan must be approved by the Board. All cheques must have two signatures.

Remuneration

Compensation for authorized expenses incurred by employees and directors of CFDCTC shall be paid in accordance with the rate structure authorized by Federal Government Treasury Board and shall be reported on the standard form issued by this office, duly signed and dated.

Performance Monitoring

Staff will prepare at least one annual report to the Board of CFDCTC of performance analyses of the total portfolio including:

- Job impact
- Cost of jobs created
- Industry
- Community participation
- Community relation activities
- Extent of conformance to planned target levels

1000 Financial Processes

- All financial requests and invoicing stemming from a Special Project must meet Policy #1033 with the motion of approval from the Board attached to the financial request. Any payment request that does not have the appropriate motion attached will not be paid.
- Where the Treasurer is uncertain if an expenditure meets CFTC policy then it should be referred to the Chair and/or Executive Committee. A memo by staff is required to outline the purpose of the expenditure and the reason it should be supported for payment.

- All invoices submitted for payment must clearly demonstrate how and when the expenditure occurred, and include adequate identification, so that the accounting officer can determine the purpose, the amount, when, and what type of service or goods purchased Particularly, those purchases related to Tuition Supports, Short Term Occupation Certificates, Personal supports, etc. under the Financial Supports and Purchased Services for clients of the WorkBC, Merritt, BC.

1001 Budgeting

During the course of a fiscal year, no line item in any budget will be permitted to exceed the budgeted amount. It will be the responsibility of the Executive Director to communicate with the Board in advance if a line item is going to exceed a budgeted amount. Only with prior Board approval may a line item exceed the budgeted amount. Line items that exceed the budget amount may result in employee disciplinary action being taken by the Board. Where the Treasurer is uncertain if an expenditure meets CFTC policy then it should be referred to the Chair and/or Executive Committee. A memo by staff is required to outline the purpose of the expenditure and the reason it should be supported for payment.

All invoices submitted for payment must clearly demonstrate how and when the expenditure occurred, and include adequate identification, so that the accounting officer can determine the purpose, the amount, when, and what type of service or goods purchased Particularly, those purchases related to Tuition Supports, Short Term Occupation Certificates, Personal supports, etc. under the Financial Supports and Purchased Services for clients of the WorkBC, Merritt, BC.

1033 Special Projects Fund Requisition Policy

1. Funding Request

- CFDCTC requires a Project Fund Request form to be completed for all Special Projects requires the issuance of funds.
- The form must identify the funding amount, reasons for the funding, what leverage dollars will result of the funding, the date when funds will be dispersed.
- The Project Fund Request form will also identify towards which CFDCTC Strategic Objective the funds will support.
- The Project Fund Request form will be signed as approved by the GM and then forwarded to the Executive Committee for consideration.
- The Project Fund Request form must be approved by the Executive Committee on behalf of the Board of Directors before the funding application is forwarded for disbursement.

- The Project Fund Request form must have the Executive Committee approval as identified through a resolution recorded in the minutes of meeting where the approval was granted by a vote or by resolution.

2. Cheque Issuance

- Every cheque issued by CFDCTC for Special Project Funds must be accompanied a Project Fund Request form signed and approved by the GM and Executive Committee authorizing the issuance of funds.
- The GM and/or the Controller will refuse to issue any cheque if the form is missing, incomplete or not valid without fear of punitive action.
- Any persons circumventing this process will face disciplinary action anyone falsifying this process will be terminated.
- Refer to Cheque Issuance Policy #1035

1035 Cheque Requisition and Issuance Policy

1. Cheque Request

- CFDCTC requires a Cheque Request form to be completed for every invoice or receipt that requires the issuance of payment.
- The Cheque Request must have a signature by the authorized personnel who purchased the product or service.
- The Cheque Request must be signed as approved by the General Manager or Designate.

2. Cheque Signatures

- Every cheque issued by CFDCTC requires two signatures of authorized signing officers.
- The Board of Directors authorizes signing officers by resolution of the Board
- CFDCTC cheques must be signed by an authorized Board Member and an authorized staff member.
- Generally there are 5 authorized signing officers from the Board of Directors including the Chairperson however this number may vary depending on the number of signing officers that do not reside in Kamloops.
- Prior to a staff signature all cheques must be signed by one of the authorized Board of Directors.
- When either the authorized Board of Directors or staff is signing cheques they will insure that the Cheque Request is approved by the GM or designate.
- Any staff expense cheques that are issued over \$ 300.00 must be signed by two authorized Board of Directors.

3. Staff Check Signing Authority

- The General Manager or designate will ensure that employees involved in the signing of cheques must not participate in other cheque handling tasks such as reconciling bank accounts.

1041 Corporate Credit Card Use Policy

Corporate Credit Cards

1. CFDCTC has four Board approved credit cards and are in the custody of:
 - General Manager – Kamloops, Maximum Limit \$ 5,000
 - Loans Administrator – Kamloops, Maximum Limit \$ 5,000
 - CED Coordinator – Kamloops, Maximum Limit \$ 2,000
 - Site Manager – Merritt, Maximum Limit \$ \$ 5,000. Any expenditure over \$ 1,000 for WorkBC Merritt requires prior authorization from CFTC General Manager or designate.

The total maximum Credit Card limit approved for CFDCTC is \$20,000 with the remaining \$3,000 being unassigned as of September 20, 2013.

2. The credit cards are to be used for corporate purchases only. **Personal use of the credit cards is not allowed and any use of the credit cards for personal transactions will be subject to disciplinary action** (As outlined in the personal policy #1100).
3. If an employee is unsure of the appropriateness of a corporate purchase it is the employee's responsibility to seek written guidance from the GM or the Executive Committee prior to making the purchase.
4. Any transactions purchased on a corporate credit card must be accompanied by both the original receipts and a clearly documented purpose for the purchase.
5. Staff will submit a claim for payment of their Corporate Credit card within 21 days of the end of the month. If the claim of payment is not submitted within 21 days the Corporation has the right not to pay the claim, thus resulting in the employee being responsible for the payment. If non-approved claims are not paid by the employee within 30 days this will result in disciplinary action.

HUMAN RESOURCES POLICY

The Goals of the Personnel Policy are to:

1. Establish and maintain orderly, consistent administration of personnel policy.
2. Establish and foster guidelines for effective working relationships and communications at all levels of the Corporation.
3. Ensure the Corporation is providing quality services and programs to the CFDC TC client group.

The Board is responsible for establishing personnel policy and retains the ultimate legal responsibility as the Employer. The Board confers onto the Executive Committee the responsibility to oversee General Manager with respect to the duties relating to the personnel policy.

The General Manager is responsible for implementing the personnel policy but may delegate other staff to be responsible for specific aspects of the policy. The only exceptions to this statement are aspects of the Personnel Policy that pertain to the General Manager as an Employee. In such circumstances, the Executive Committee acts on behalf of the Board as specified in the Personnel Policy.

This Personnel Policy shall be provided to all new Employees at the beginning of their employment. They should read it and ask their immediate supervisor for clarification for any items that are not understood. Any revisions or amendments will be provided to all Employees. A signed acknowledgement stating the employee has read, understands and agrees to these policies will be placed in the employee's personnel file and a copy given to him or her.

General Guidelines

The Corporation's mandate is broad and the staff complement to carry out the required wide range of work related activity is relatively small. Nevertheless, it is the responsibility of the General Manager to achieve the Corporation's objectives in an efficient and effective manner. Therefore, the Employees are expected to perform a large variety of duties, be flexible in their work assignments and to behave with a spirit of cooperation.

The Personnel Policy has been developed to contribute to a "team attitude" among staff and to a work environment that is pleasant for staff and conducive to achieving the Corporation's objectives efficiently and cost effectively.

In the event that there is a conflict between the contents of this Personnel Policy and federal, provincial or municipal regulations or bylaws, the government regulations or bylaws will take precedence over the terms of the Personnel Policy.

The Corporation adheres to the letter and spirit of the Human Rights Code of British Columbia. In doing so, there shall be no discrimination practiced against Employees or applicants for employment on the basis of race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex, sexual orientation or age.

Confidentiality

Each employee, applicant for employment or any other such person associated with CFDC TC has the right to have all information about him/her kept strictly confidential.

No personnel file shall be made available and no reports shall be made on any other person unless the affected person has given written permission to the General Manager, or Chairperson of the Board, or such other duly appointed person, for such information to be disclosed, unless the file is required during the course of disciplinary action.

Any information received in the capacity as an employee is the property of the Community Futures Development Corporation of Thompson Country. No such information shall be disclosed unless required by law or authorized in writing by the Chairperson, Executive Committee of the Community Futures Development Corporation of Thompson Country.

Any information received in the capacity of an employee will be held in the strictest confidence and shall not, at any time, be disclosed to any person, unless required by law or under this policy for a purpose described herein. Nor shall any information regarding the business or affairs of the Community Futures Development Corporation of Thompson Country, which was obtained through or as a direct or indirect result of his/her association with the Corporation, be disclosed.

A person whose file is in the possession of the Community Futures Development Corporation of Thompson Country may access his or her file while on the Community Futures Development Corporation of Thompson Country premises and may request to have any or all of it photocopied but may not remove any, or all, of the original file from the premises.

All employees, upon hiring, will be required to sign a copy of the Confidentiality Agreement acknowledging that the employee has read, understood and agrees to the terms of the Confidentiality Policy.

POLICY AND PROCEDURES

1101 Alcohol and Tobacco

- 1.1 Alcohol and Tobacco will not be reimbursed by the Corporation for any purposes.

1102 Travel Expenses

- 1.1 The most economical form of transportation will be used for travel associated with the organization, with the following guiding principles, including:

- Personal vehicle reimbursed at Canada Treasury Board mileage rates as periodically advised by Western Economic Diversification.

At approximately 340 kilometers (round trip) it is more cost effective to rent a vehicle rather than utilize personal vehicles.

- If 1 – 2 people are travelling together then vehicle rental for a Full 2 or 4 Door car will be utilized.

If 3 – 5 people are travelling together then vehicle rental for a SUV will be utilized.

- 1.2 Air travel where appropriate and the most cost effective should be booked in advance to receive the most economic fare.

- 1.3 Semi-annual comparative vehicle rental rates must be provided to the Executive Committee to ensure the Corporation is receiving the most economic value.

- In the event that travel expenditures exceed the most economical rate, then the Corporation can choose to cap the payment for travel at the most economical rate, regardless of personal cost.

- 1.4 Staff and Board members require prior approval of the Board in advance if he/she is seeking reimbursement for a travel method that will exceed the most economical method. Board members residing in rural areas (i.e. Barriere, Chase, and Clearwater) will be reimbursed based on the number of kilometers and at a kilometer travel rate as established annually by the Board of Directors.

- 1.5 Staff and Board use of vehicles will be charged at a rate established annually by the Board of Directors. Distances that are outside of normal rural community Board travel will be charged at mileage/kilometers accompanied by a Good Map distance verification and associated Google maps.

- 1.6 When board and staff members from the same location (i.e. Kamloops) are traveling to the same event in rental or personal vehicles, that may trigger a travel expense claim, it is encouraged that travel arrangements be shared.

1103 Private Vehicle Allowance

- 1.1 Where a private vehicle is used on the Employer's business, reimbursement shall be: Effective April 1, 2013 \$0.505 per km
- 1.2 The distance allowance does not apply when using leased, rental or vehicles.
- 1.3 Actual transportation toll charges may also be claimed.

1104 Vehicle Damage Reimbursement

- 1.1 Where an employee's private vehicle is damaged while in use on the Employer's business, the Employer shall reimburse the lesser of actual vehicle damage repair cost or the employee's vehicle insurance deductible to a maximum of \$600 per occurrence, for:
 - a. Damage caused to the vehicle by vandalism that results from employment; and/or
 - b. Damage as a result of an accident while on the Employer's business.
- 1.2 This section will not apply where a court holds that the employee or driver of the vehicle is guilty of willful, wanton or gross negligence.
- 1.3 All Employees, Board members and Committee members must hold a valid driver's licence and carry their own private insurance
- 1.4 All out of province travel must be approved by the Board prior to travel.

1105 Meals

- 1.1 Meal expenses may be claimed when:
 - Staff and Board members travel out of town on official Corporation business. This includes Board members travelling to regular CFDC meetings from out of town (Barriere, Chase, and Clearwater).
 - Conducting business on behalf of the Corporation with non-corporate personnel.
 - For Board approved special events (i.e. staff are leaving the Corporation).
 - Periodic meetings between General Manager and Board members (should not exceed twice a month).

1106 Meal/Per Diem Allowances

Meal/per diem reimbursement when traveling on the Employer's business will be in accordance with Treasury Board Orders and Directives at the following rates:

Breakfast	\$15.65	Dinner	\$41.75
Lunch	\$15.15	Incidental	\$17.30

1107 Other Expenses Kamloops Operations

- Approved by the General Manager, occasional flowers up to \$ 300/annually for staff and Board, that are identified as a line item in the budget, is acceptable.
- Approved by the General Manager, occasional staff meals linked to business purposes, including the annual Christmas dinner up to \$ 1,500/annually and identified as a line item in the budget, is acceptable.
- Coffee cards, office snacks and gifts are not acceptable corporate expenses and must be paid directly by staff.
- A gift to staff on behalf of the Corporation at Christmas each year will be permitted, with prior approval from the Board.
- The Corporation may pay for a dinner for Board, staff and invited guests once a year in association for the Corporation's AGM up to \$ 1,500/ as identified as a line item in the budget
- The Corporation may pay travel and accommodation for staff (Merritt to Kamloops or Kamloops to Merritt) and spouses to attend the Annual Christmas Dinner up to \$ 1,000 as identified as a line item in the budget.

1108 Other Expenses Merritt Operations

- Approved by the General Manager, occasional flowers up to \$ 300/annually for staff and Board identified as a line item in the budget is acceptable.
- Meals will not be covered for meetings between staff for general on-going meeting purposes.
- Approved by the General Manager, occasional staff meals linked to business purposes including the annual Christmas dinner up to \$ 1,500/annually and identified as a line item in the budget is acceptable.

Note: This is \$ 1,500 for each location and not both locations. This includes the occasional business lunch and Christmas dinner for staff and spouses. The amount suggested is based on historical experience. The budget for Merritt will come out of ESC Merritt and not Administration Kamloops.

- The Corporation may pay travel for Merritt staff and invited guests up to \$ 200/ annually identified annually as a budget line item to attend the Corporations AGM.
- A gift to staff on behalf of the Corporation at Christmas each year will be permitted, with prior approval from the Board and identified as a line item in the budget.

1109 Attendance at Corporate Functions

- At the discretion of the General Manager the Corporation will cover expenditures, including tickets, for staff and Board members to attend functions in which the Corporation sees value and/or has been asked to attend or make a presentation that has been identified in the budget. If there is uncertainty whether there is value to the Corporation or has not been considered in the budget, then Board approval will be required.
- Board approval is required for expenditures for a spouse to attend a Board approved event. Requests made for payment of spouse ticket without prior Board approval may not be paid.
- Travel expenses for a spouse to attend an event (i.e. CF provincial or national conference) will not be covered by the Corporation.
- The Corporation may host Board approved specific events i.e. Strategic Planning and/or AGM where spouses have been invited by the Corporation, then expenses for meals, accommodation, and/or special needs may be covered by the Corporation as outlined in Section 3. If there is uncertainty whether spouses are covered then Board approval will be required.
- The Corporation will not pay for or cover the cost for staff or Board to attend events which do not meet criteria and policies as outlined in Section 4.

1110 Use of Corporate Credit Cards

- Staff will submit a claim for payment of their Corporate Credit card within 5 business days of receipt of credit card statement. If the submission is not submitted within this time the Corporation may not pay the claim thus resulting in the employee being responsible for the payment. If non approved claims are not paid by the employee within 30 days this may result in disciplinary action.
- Travel expense claims for staff will be submitted once a month and will be subject to policies as outlined in Section 2.2 and must be submitted at the same time as the Corporate VISA submission.

1111 Cell Phone Compensation

- CFTC employees may be eligible for cell phone expenses if deemed necessary to conduct business on behalf of CFTC.
- The Board of Directors will approve cell phone expense reimbursement for the General Manager.
- The General Manager will approve cell phone expense reimbursement for staff of CFTC.
- The cell phone per diem will be paid upon submission of the monthly cell phone invoice to the Corporation for payment. Monthly cell phone bills must be submitted within 21 days of the end of each month or payment will not be considered by the Corporation.
- The cell phone per diem will be \$50 per month per cell phone. Approval to claim the monthly per diem may be revoked if the corporate business does not require the cell phone use.

1112 Personal Cellular Phones

- While at work, employees are expected to exercise discretion in using personal cellular phones. Personal calls during the work hours, regardless of the phone used can interfere with employee productivity, safety and may be distracting to others.
- Employees are encouraged to make personal calls during breaks and lunch and to ensure that friends and family members are aware of this policy.
- Cellular telephones may not be used to defame, harass, intimidate, or threaten any other person.)
- Employees are prohibited from using their cell phones in any illegal, illicit or offensive manner.

1113 Internet and Computer Policy

- Computer game playing is not allowed at workstations during office hours.
- All software and compact discs used on corporate computers must first be approved by the G.M. Games and other non-business programs will not receive approval.
- Employees will not use computers, software, compact discs and other corporate-owned technologies including licensed Internet systems for personal gain. Electronic mail (e-mail) addresses will not be allowed for personal use on the Corporation's computer system.

- The Corporation's licensed Internet and e-mail systems will not be used for illegal, immoral, and unethical purposes.
- Licensed software and compact discs leaving the corporate premises must first have approval from the G.M.
- Violation of the Computer Clause Policy constitutes abuse of public funding and places the Corporation at risk. Therefore, policy violation provides grounds for disciplinary action including dismissal with cause.
- Where policy is absent or inadequate, the Labor Standards Act will apply.

1114 Hiring

- **Staff Complement**

The Executive Committee will review all proposals by the General Manager to enlarge or reduce the number of Employment Positions and seek approval of its recommendations from the Board.

- **Description and Salary Ranges**

The Executive Committee will review and make necessary recommendations to the Board regarding approval of all job descriptions, job classifications and salaries or any changes for all Employment Position's as submitted by the General Manager. All such Board approvals must be obtained in writing prior to the hiring of staff for new or existing Employment Positions.

- **Employee Selection**

The Board is responsible for the selection of a hiring committee who are responsible for screening, interviewing, checking references and selecting the General Manager.

- **Hiring Process (except general manager)**

All new Employment Positions shall be posted at the Corporation's office. Notice of such positions shall include a brief summary job description, qualifications required, salary range, name and address of the individual to whom applicants should address an application or inquiries, and closing date of the competition. Where appropriate, similar notices may be published in periodicals, posted with employment agencies, or advertised in some other manner.

- Every applicant for employment must submit an application and include a resume
- The General Manager or designate will review the applications, check references and short list up to a maximum of six applicants for interviewing

- The Board will establish a panel (hiring committee) made up of no fewer than three. One will be an Active Board member. The panel will screen and interview the candidates to ensure, that the vacancy will be filled by the best qualified candidate. The final decision will be that of the Board based on the recommendation of the hiring committee.
- A letter of offer will not be sent until formal confirmation is made that there is sufficient funding to hire the new Executive Director.
- All persons selected for employment will receive written notice of their appointments. Contents of the offer letter will include the specific job title, a brief description of the duties to be performed, the rate of compensation, and any special conditions of employment. All offers of employment are conditional to a favorable Criminal Record Check and will be so stated in the written notice. The letter of offer will be signed by the applicant and Chair of the Board and upon execution placed in the employees file
- Successful applicants will receive an orientation by the General Manager or designate on their first day of employment. The orientation will include a review of the Personnel Policy, signing an acknowledgment of the Personnel Policy, signing a Conflict of Interest and Confidentiality Agreement, a signing of an Employment contract, and a general overview of the requirements of the position.
- If the information disclosed in the Criminal Records Check appears to be compromising, the General Manager will meet privately with the Employee to discuss the information. The General Manager will then take appropriate action. The decision of the General Manager is final.

2 General Manager:

- The General Manager's Position shall be posted at the Corporation's office. Similar notices must be published in periodicals, and/or posted with employment agencies, and/or advertised in any other manner deemed appropriate by the Board. Notice of the availability of the position shall include a brief summary job description, qualifications required, salary range, name and address of the individual to whom applicants should address an application or inquiries, and closing date of the competition.
- Every applicant for employment must submit an application and include a resume.
- The Executive Committee or designate will review the applications and, contact references and short list up to a maximum of six applicants for interviewing.

- The Executive Committee or designate will conduct reference checks on the applications chosen for an interview. The Executive Committee shall establish a panel made up of no fewer than three Active Members and senior staff member to screen and interview the candidates to ensure the best possible candidate is selected and to seek approval for its recommendation from the Board. The panel shall include proficiency testing related to the specific job description and be supported by any consulting or Human Resource professionals that may be required to complete the hiring review. A budget will be approved by the Board for this support prior to hiring process.
- The candidate selected for employment will receive written notice of his/her offer of employment. Contents of the offer letter will include the specific job title, a brief description of the duties to be performed, the rate of compensation, and any special conditions of employment. All offers of employment are conditional to a favorable Criminal Records Check and will be so stated in the written notice.
- The candidate must acknowledge in writing acceptance of the appointment.
- The successful candidate will receive an orientation by the Chairman or designate on his/her first day of employment. The orientation will include a review of the Personnel Policy, signing an acknowledgment of the Personnel Policy, signing a Conflict of Interest and Confidentiality Agreement, a signing of an Employment contract, and a general overview of the requirements of the position.
- If the information disclosed in the Criminal Records Check appears to be compromising, the Chairman will meet privately with the candidate to discuss the information. The decision of the Chair is final.

3 Application of Change of Job Classification

- Staff desiring to apply for a change in classification will apply in writing to the General Manager stating the reason(s) for requesting the change.
- A re-classification will be considered only if there is a significant difference in the duties or workload compared to the job description or if the formal job description has been changed significantly.
- Prime consideration will be given to the Employee's ability to achieve the objectives and goals in the new classification.
- The decision of the General Manager will be final.
- The General Manager will submit recommendations to the Executive Committee for approval if there are budget implications

- 4 **Employment Positions** - Positions of employment for the Corporation established from time to time to deliver the programs and services required by funding agencies:
- i. A position which is regular and full time;
 - ii. A temporary position which is not of a continuous nature;
 - iii. A contract position which may be a full-time or part-time under individual agreement.
- **Service Date** - The first day of employment of an employee for his/her current period of employment shall be the date used for annual reviews. This date shall be used for determination of eligibility for all benefit programs. By agreement between employer and employee, an alternative service date may be established if the date can be justified. Bridging will be considered and must be agreed between the Employer and the Employee at the time of hiring.
 - **Overtime** – work performed by an Employee in excess of the Employee's regularly scheduled hours of work.
 - **Employment Standards Act of BC** – as revised from time to time, will apply in all cases otherwise not covered by this policy.

1115 Performance Reviews

Performance appraisals are essential for the effective management and evaluation of staff. Appraisals help develop individuals, improve organizational performance, and feed into business planning. Formal performance appraisals are generally conducted annually for all staff in the organization. Each staff member is appraised by the General Manager. The General Manager is appraised by the Active Board of Directors.

Annual performance appraisals enable management and monitoring of standards, agreeing expectations and objectives, and delegation of responsibilities and tasks. Staff performance appraisals also establish individual training needs and enable organizational training needs analysis and planning.

Performance appraisals generally review each individual's performance against objectives and standards for the year, agreed at the previous appraisal meeting.

Performance appraisals are also essential for career and succession planning - for individuals, crucial jobs, and for the organization as a whole.

Performance appraisals are important for staff motivation, attitude and behaviour development, communicating and aligning individual and organizational aims, and fostering positive relationships between management and staff.

Performance appraisals provide a formal, recorded, regular review of an individual's performance, and a plan for future development.

Objectives of the Annual Performance Review:

1. Document and communicate details of individual job performance
2. Identify and reinforce areas of high achievement and/or areas that require improvement
3. Provide feedback received from internal/external parties related to service area outcomes
4. Identify future goals and developmental opportunities

Key Performance Measures- Competency Factors

- **Job Knowledge** Knowledge and understanding of position responsibilities
- **Communication Skills** Knowledge/ ideas orally/or in writing relative to the position
- **Problem Solving And Decision Making** Responds promptly and effectively to issues
- **Planning And Organizational Skills** Establishes prioritizes objectives, plans/meets deadlines
- **Quality And Quantity Of Work** Position objectives is complete and accurate
- **Interpersonal Skills** Positive and effect on a collaborative basis with co-workers and others
- **Initiative And Resourcefulness** Ideas/methods/effective use of available resources

Additional Supervisory Factors

Leadership/Teamwork Motivates clients/fellow staff promotes collaborative decisions

Scheduling Planning work distribution among clients

Relations Shows fairness and impartiality in interactions fellow staff/job related activities

Staff Performance Appraisals Process

The Executive Committee will appraise the performance of the General Manager. The General Manager working with supervisors will appraise the performance of staff directly supervised and jointly complete any performance review.

Annually, the General Manager will review the job description for each Employment Position with the incumbent employee of that position and make any necessary changes.

During the year, there may be informal job performance appraisals by the designated supervisor. Annually each employee will be subject to a formal written performance review appraisal to coincide with the anniversary date of their hiring date each fiscal year. The performance reviews will be a factor in determining any salary adjustments. Annual performance reviews must be signed by both the reviewer and the employee being reviewed in order to be valid. A positive performance review does not guarantee an increase in pay. The performance appraisals for supervisors and staff will be presented to the executive committee each year and must be available for any salary decisions by the board.

New Employees, within the first month of employment the supervisor and the new Employee will agree upon and sign a work-plan for the Employee until the end of that fiscal year.

1116 Standards of Conduct

Employees will conduct themselves in a manner that will complement the interests of the Corporation.

1117 Confidentiality

All Employees will sign a confidentiality agreement with the corporation and hold in the strictest confidence information on clients and shall not, at any time, disclose to any person confidential information, unless required by law. Nor shall any information regarding the business or affairs of the CFDCTC which was obtained through or as a direct or indirect result of his/her association with the Corporation be disclosed to any other person.

1118 Medical Examinations

Employees are required to declare any pre-existing medical conditions if such disclosure is required by any medical plan or insurance plan provided by the Corporation.

1119 Duration of Employment

The Corporation is funded by grants, donations and contracts for services. Therefore, staff cannot be assured job security beyond the current contract commitments. The Corporation is never the less committed to provide continuity of work for so long as the Corporation is able to maintain funding for programs to which staff is assigned. Such a commitment of employment is conditional to the staff meeting the Corporations performance expectations and Standards of Conduct. The Corporation reserves the right to adjust its business model to support the development of the organization.

1120 Termination of Employment

Termination of employment may take place upon the initiation of either the Corporation or the Employee. Termination procedures will be consistent with the Employment Standards Act of BC and therefore revised from time to time. .

1121 Employee Dispute Resolution & Discipline Policy

The Corporation assures every Employee of fair and equal treatment. Where, in the opinion of the Employee, unfair treatment has occurred, the following procedures must be followed. Employees who have a dispute or problem with a fellow Employee shall approach that Employee directly to discuss the issue in a respectful manner. If an Employee is unable to approach the coworker directly, they may ask for assistance from their direct supervisor. All Employees involved in conflict resolution shall not discuss the process with other Employees not directly involved; if they do they are subject to discipline up to and including dismissal.

a. Dispute Resolution:

Step 1

The first step in resolving a concern for an Employee is to bring it to the attention of their Supervisor. If it cannot be resolved within three (3) working days, the Employee should request a scheduled meeting with the Supervisor and provide them with a formally written letter that details their concerns. At the meeting with the Supervisor the Employee may have an advocate attend or may use the advice provided by an external source.

The Supervisor will then respond in writing within five (5) working days of the meeting and will inform the Employee of the action to be taken to resolve the issue

Step 2

If the issue has not been resolved within five (5) working days of the meeting with the Supervisor, the Employee may within five (5) working days of receiving the Supervisor's decision request in a dated memorandum that the Supervisor arrange for a meeting with the General Manager of the Corporation to resolve the concern.

At this meeting the Employee will present in writing the details of the initial concern and the reasons why the Supervisor resolutions are unacceptable. The Employee may have an advocate in attendance or may use the advice of an external source. The General Manager will then respond in writing within five (5) working days of the meeting and will inform the Employee in writing of the action to be taken to resolve the concern.

Step 3

If the issue has not been resolved within five (5) working days of the meeting with the General Manager and the employee is not satisfied with the proposed resolution, the Employee will within five (5) working days, request in a dated memorandum that the General Manager arrange for a mutually agreed to Arbitrator/Mediator to meet with the General Manager and the Employee to resolve the concern.

The date, time and place for the meeting(s), the guidelines to be followed, and the awarding of any costs or division of fees shall be at the discretion of the Arbitrator/Mediator.

If the initial concern is due to the actions, inactions or decisions of the General Manager, the Employee should follow the procedures and timelines for meetings and written decisions first with the General Manager, and then with a request for the assistance of an Arbitrator/Mediator.

Failure on the part of the Employee to comply within the five (5) day deadline at any step of the procedure shall be interpreted by Management as a resolution of the concern.

The General Manager must notify the Board immediately of any disputes involving a formal arbitration process.

All written correspondence throughout this process will be calendar dated.

b. Progressive Discipline:

If a problem has been identified, an employee has been counseled at least two times to change and they have not corrected the problem, a progressive disciplinary approach will be taken. With the exception of very serious matters, the Corporation will utilize a "progressive" approach, which permits the Employee an opportunity to respond to the decisions of the immediate Supervisor at each step. In the event the Employee does not respond or the matter is not resolved, the next step in the procedure should be utilized.

Before using any of the progressive discipline measures, the General Manager will carefully ascertain the facts of the case to ensure there has been adequate corrective counseling of the employee, as well as written documentation and that all correspondence has been calendar dated during the process.

If after all reasonable efforts to counsel the Employee to correct the problem fail, the progressive discipline process will begin and the following measures can be taken. Not every step will be followed as the procedure depends on the nature and severity of the behavior/incident.

1. Verbal warning;
2. Written warning;
3. Suspension;
4. Termination of Employment.

c. Verbal Warning:

The General Manager/Supervisor will document the date, time and problem that was discussed for any verbal warnings, and will place a copy of the documentation in the Employee's file. The General Manager/Supervisor will state further disciplinary action if further breach of workplace rules continues.

d. Written Warning:

The written warning will state the further disciplinary action to be taken if the employee continues does not correct their behavior. For step (2) the employee will be required to sign the written warning. The signature is an acknowledgement of receipt of the warning and confirms that the employee has read the warning. The Employee may have an advocate in the meeting. A copy of the warning is filed in his/her personnel file.

e. Suspension:

This may include a suspension with or without pay depending on the circumstances. A letter regarding the nature of the incident, as well as the date, time and further action to be taken if the behavior is not corrected will be placed in the Employee's file.

f. Dismissal:

Dismissal as a result of progressive discipline or a significant incident when lesser forms of discipline/counseling have not corrected an Employee's misconduct must be documented in writing. An ROE will be issued and the Employee must immediately vacate the premises.

All employees upon hiring will be required to sign a copy of the Employee Dispute Resolution & Discipline Policy acknowledging that the employee has read, understood and agrees to the terms of the Employee Dispute Resolution Policy.

1122 Personnel Records

The Corporation shall maintain a centrally filed Personnel Record System, which shall contain an individual, confidential file for each Employee. The creation and maintenance of the Personnel Record System shall be the responsibility of the General Manager. The file for each Employee shall be established to begin at the service date and be permanently retained by the Corporation in perpetuity after termination of employment.

Each Employee's individual personnel file shall contain all pertinent documents relating to the Employee's status and job performance including all application documentation and all matters relating to the Employee.

Employees shall have access to their own personnel file and may request any or all documents in the file to be photocopied but may not remove the original file from the premises, as this file are the property of Community Futures Thompson Country.

1123 Employee Conduct

1. Personnel Record Information Changes

All Employees are expected to promptly inform the General Manager or designate of the Corporation of any changes to information on file in their personnel records.

2. Report of Inability to Work: Call-In Procedure

Every Employee will notify their Supervisor, as soon as possible, of their inability to report for work because of illness, injury or any other reason. Employees shall make every reasonable effort to inform the Corporation of the date of return to duty. If an Employee is absent from work for three (3) or more days due to illness or injury, or any other non-preapproved reason they must provide a note from a medical professional clearing them to return to work.

3. Abuse of Sick Leave, Special Leave, etc.

No Employee shall use sick leave, special leave, or any other benefit enumerated herein for any purpose other than that specified. No Employee shall make a false claim for any leave or benefit, or submit falsified information in support thereof. Any Employee who contravenes this section is subject to disciplinary action. Employees who are late, who leave work, or who are absent without pre-approval by the Employee's immediate supervisor will be subject to discipline unless the circumstances are such that it was not possible to obtain pre-approval

4. Abandonment of Position:

Absence from work for more than three (3) consecutive days without notification and approval by the Employee's supervisor will be considered a voluntary abandonment of position. Employees who abandon their position will be deemed to have voluntarily resigned from the Corporation and their ROE will be issued accordingly.

5. Conflict of Interest

General Statement

No Employee shall engage in outside employment or activities which will interfere with the efficient performance of the employee's duties or responsibilities or be perceived to interfere with the efficient performance of the employee's duties by a culpable person.

Any external employment or activities shall not involve a conflict of interest or conflict with the Employee's duties.

If the Employee believes that he/she may have a conflict of interest, that Employee should seek an opinion from the General Manager. The General Manager must supply an opinion in writing, and place a copy of the written opinion in the Employee's personnel file.

If the General Manager believes there is actual or perceived conflict of interest the General Manager should propose an acceptable solution.

All decisions or recommendations of the Executive Committee or the Board must be placed in the Employee's personnel file, and a written acknowledgement of receipt of the decision/recommendation from the Employee must also be placed in the file.

A. Employee Conflict of Interest

Where an Employee either on his or her own behalf or while acting for, by, with or through another, has any pecuniary or otherwise interest, direct or indirect, in any matter at the Community Futures Development Corporation of Thompson Country at which time the matter is the subject of consideration, he or she:

- a) Will prior to any consideration of the matter at the meeting, disclose his or her interest and the general nature thereof;
- b) Will not take part in the discussion or vote on any question in respect of the matter; and will excuse himself or herself from that part of the meeting during which the matter over which the conflict arises is being discussed.

B. Pecuniary Interest

Where an Employee would have a direct or indirect pecuniary (financial) interest in any matter where they or their immediate family

- a) is a shareholder in a private corporation; or
- b) has controlling interest in a public corporation; or
- c) is a member of a body corporate; or
- d) is a partner of a person; or
- e) is in the employment of a person or body corporate;

C. Conduct of Personal Business

The Board and Management of the Community Futures Development Corporation of Thompson Country subscribe to the concept its employees, contractors and subcontractors may have a multiplicity of interests and engage in a variety of activities, including the conduct of personal business while being associated with the Corporation.

However, the Corporation expects such interests, activities and business ventures to be pursued outside of the regular hours of employment or the contracted hours for the provision of services to the Corporation.

Moreover, the Corporation does not permit or condone at any time the use of its premises, equipment, communication systems, its name, the services of its employees, contractors, or students (clients), its office or instructional supplies, its learning resources, private interests, activities or business ventures other assets, holidays or personnel for the conduct of an employee's, or contractor's or subcontractor's private interests, activities or business ventures.

D. Acceptance of Gratuities

Employees are prohibited from accepting gifts, money and gratuities from persons receiving benefits or services or persons otherwise in a position to benefit from an Employee's action.

E. Political Affiliation or Involvement

Employment with the Corporation may not be offered as a consideration or reward for the political support of any political party or candidate for public office.

No Employee may, during working hours or as a representative of the Corporation, engage in partisan political activity.

F. Political Activity

1. Regional, Municipal and School Board Offices - Employees may seek election and if elected may service on a municipal council or school board provided that the duties of the municipal council or school board, other than regular council or board meetings, does not reduce the number of working hours as an Employee of the Corporation.
2. Federal and Provincial Offices - There are no restrictions on Employees engaging in political activities on their own time as campaign workers. If an Employee is nominated as a candidate for election, the Employee shall, upon request, be granted leave without pay to engage in the election campaign. If elected to provincial or federal office the Employee shall be placed on an unpaid leave of absence for the term of his/her elected office.

1124 Hours of Work

Hours of Work

The average weekly hours of work for a full-time Employee exclusive of meal periods shall be thirty-five (35) hours.

Office Hours

The regular workday for all full-time employees shall be seven (7) hours per day, exclusive of the meal period.

The regular work day shall be scheduled between the hours of 8:30 a.m. and 4:30 p.m.; Non regular work hours may be required from time to time.

Rest Periods

The provisions of the Employment Standards Act of BC, as revised from time to time shall prevail.

Meal Periods

The provisions of the Employment Standards Act of BC, as revised from time to time, shall prevail.

1125 Salary Payments

All salary payments to Employees shall be paid by cheque or by direct deposit into a bank account specified by the Employee. An itemized statement of all deductions shall be provided to the Employee. Payments will be made bi-weekly.

1126 Description and Salary Ranges

The corporation recognizes the need to hire the best-qualified individual for each position and to compensate employees fairly giving full consideration to their level of responsibility, skills and classification of position. Further, it is appropriate that each position be valued in relation to its overall importance to the organization and compensation levels be accorded to the position, not an individual incumbent, based on required minimum qualifications. Also, compensation levels need to provide for the ability to recognize an employee's meritorious performance or enhanced qualifications achieved during tenure at an assigned post.

It must be further recognized that the Corporations total funding is subject to fluctuation, government policy and a highly competitive environment. In the circumstances, all operating and administrative costs are subject to budgetary constraint and priorities in keeping with the Letters of Patent, By-laws or objectives as established from time to time.

It is considered desirable that full knowledge of the compensation scope for any position is defined and to provide the basis for salary negotiations in any situation. Additionally, and notwithstanding the establishment of salary that may be established from time to time, there is to be no implication that automatic progression through the salary range is intended during periodic salary review processes.

1127 Travel Allowance

An allowance will be paid to Employees for mileage, meals and accommodation, when acting on behalf of the Corporation, at a rate commensurate with the federal government employee schedule for travel allowance. Violations of any traffic laws while on Corporation business are the sole responsibility of the employee.

1128 Annual Leave and other Leave

Annual Vacation Entitlement

a) Definitions

"Vacation Year" - For the purposes of this Personnel Policy, a vacation year shall begin on the start date of the employment, not the start of the calendar year.

- b) A regular full-time Employee will have annual vacation entitlement as follows:

Vacation Years	Monthly Accrual	Vacation Days
First to second	1.25	15
Third	1.33	16
Fourth	1.42	17
Fifth	1.50	18
Sixth	1.58	19
Seventh	1.67	20
Eighth	1.75	21
Ninth	1.83	22
Tenth	1.92	23

- c) An Employee earns, but is not entitled to take vacation leave during the first three (3) months of continuous employment.
- d) Employees must earn holiday time which is calculated each month beginning on the anniversary date of their hire.
- e) All holidays must be used during the year. Employees may bank five days to carry forward each year subject to the requirement that those accumulated days must be eliminated by the anniversary date of the employment of the next vacation year.
- f) An employee shall not receive cash in lieu of vacation time except upon termination, resignation or retirement.
- g) Employees cannot be in a deficit situation during the year and holidays must be accumulated prior to being taken.
- h) Anything outside the parameters of this entitlement must be approved by the General Manager.
- i) All vacation requests must be approved in writing by the General Manager

Vacation Scheduling

With the exception of authorized vacation carry-over scheduling and completion of vacations shall be on a calendar year basis.

The calendar year in which an Employee's first anniversary falls shall be the first vacation year. For the purpose of additional leave entitlement, the calendar year in which the fifth anniversary falls shall be the fifth vacation year, in which the sixth anniversary falls shall be the sixth vacation year and so on to the tenth year.

Vacation schedules will be circulated and posted by May 1st of each year and arranged by mutual decision of staff and subject to the approval of the General Manager. Office workload will be considered before giving approval.

Preference in the selection and allocation of vacation times shall be determined on the basis of service seniority within each work unit. Where an Employee chooses to split his/her vacation, his/her second choice of vacation time shall be made only after all other employees concerned have made their initial selection.

Vacation schedules, once approved, shall not be changed unless authorized by the General Manager.

Approved Leave of Absence with Pay during Vacations

When an Employee is qualified for sick leave, bereavement, or any other approved leave with pay during his/her vacation period, there shall be no deduction from the vacation credits for such leave. The period of vacation so displaced shall be taken at a mutually agreed time between the Employee and the General Manager.

Call Back on Vacation

Employees who have commenced their annual vacation shall not be called back to work except in cases of extreme emergency and at the expense of the Employer.

Sick Leave Entitlement

A regular full-time Employee shall earn sick leave credits at the rate of one (1) day for each month of service. Sick leave shall accumulate to a maximum of **thirty-six (36) days** over a period of three years.

Entitlement for New Employee

On commencement of employment, an Employee shall be granted one (1) day sick leave for each month worked until the first day of the year following; On the first day of the year following, the employee shall be credited with a full year's sick leave twelve (12) days, and may draw upon same at any time of the year.

Medical Reports

Employees must notify the General Manager of sick days. The Employer may request that a report from a qualified medical practitioner accompany the application for sick leave if the absence is over three (3) days. The Employer may also request a report from a qualified medical practitioner when it appears that a pattern of consistent absence is developing.

Deduction of Sick Leave

All absences on account of illness or injury on a normal working day, with the exception of a work related injury (exclusive of designated paid holidays) shall be charged against an Employee's sick leave credits.

In the event an employee reports to work but subsequently must leave or reports after the normal starting time due to illness, a minimum of one-half (1/2) day is to be deducted from accrued sick leave entitlement.

Ineligible for Sick Leave

An Employee is not eligible for sick leave with pay for any period during which he/she is on leave of absence without pay, under suspension, or on lay-off.

Marriage Leave with Pay

After completion of one (1) year's continuous employment, an Employee who gives the employer notice of not less than 30 days, shall be granted three (3) days leave with pay for the purpose of getting married.

Family Responsibility

An Employee will be granted Family Responsibility Leave in accordance with the Employment Standards Act of B.C.

Parental Leave for Birth and Adopting Parents

An Employee will be granted Parental Leave for Birth and Adopting Parents in accordance with the Employment Standards Act of B.C.

Bereavement Leave with Pay

Where a member of the Employee's immediate family dies, the Employee shall be entitled to leave with pay for a period of up to four (4) days. In addition, the Employee may be granted up to three (3) days leave for the purpose of travel related to the death.

Leave with Pay Male Employee Birth/Adoption of a Child

A male Employee may be granted two (2) days leave with pay for his needs directly related to the birth of his child. This leave may be divided into two (2) periods and granted on separate days. An Employee may be granted two (2) days leave with pay for needs directly related to the adoption of a child. This leave may be divided into two (2) periods and granted on separate days.

Court Leave

The Employer shall grant leave with pay up to five (5) days to an Employee for the period of time he/she is required to be away from work. An employee who is required to attend court as a juror is considered to be on unpaid leave for the remainder any period over five (5) days for jury duty. Provisions for Court Leave will be governed by the Employment Standards Act of B.C.

Examination Leave with Pay

Leave with pay may be granted to an Employee for the purpose of writing an examination, which takes place during the Employee's scheduled hours of work. Such leave will be granted only where, in the opinion of the employer, the course of study is directly related to the Employee's duties or will improve his/her qualifications to the benefit of the Corporation.

Maternity Leave

An Employee will be granted maternity leave in accordance with the Employment Standards Act of BC or the Employment Insurance Act as revised from time to time. Full benefits will be paid by the Employer while on maternity leave.

Parental Leave

Parental leave will be granted in accordance with the Employment Standards Act of BC as revised from time to time.

General Leave

Notwithstanding any provision for leave in this agreement, the employer may grant leave of absence with or without pay to an Employee requesting such leave for an emergency or unusual situation. Such request is to be in writing and approved by the General Manager

1129 Benefits

Employment positions required by the Community Futures Development Corporation of Thompson Country are term specific. Consequently, the Corporation will pay to all qualified Employees, in addition to the Employer's share of statutory benefits, six per cent of salary as a contribution toward the premiums for benefits

1130 Staff Training

Where it is in the Corporation's interest, Employees may be assigned to special training programs on full pay and allowances. In such cases, the Employee may be asked to undertake a continuing service contract for up to 12 months following completion of training.

In cases where the Employee wishes to undertake training that is not directly in the Employer's interest, unpaid leave may be granted at the discretion of the General Manager.

Where the employee is undertaking professional or skill upgrading training outside of work hours, the employer may pay all tuition and supplies costs subject to successful completion of the training while the employee is still employed with the Corporation.

For seminars or informational courses, the Employee would be required to obtain an attendance certificate. Employees requesting such assistance must notify the General Manager before committing themselves to the course.

OCCUPATIONAL HEALTH AND SAFETY

1200 Safety

The Employer and the Employee agree that any relevant safety regulations pursuant to the working environment in British Columbia shall be fully complied with.

1220 Workplace Bullying and Harassment Policy

1. Workplace conduct

Bullying and harassment is not acceptable or tolerated in this workplace. All workers will be treated in a fair and respectful manner.

2. Bullying and harassment

- (a) includes any inappropriate conduct or comment by a person towards a worker that the person knew or reasonably ought to have known would cause that worker to be humiliated or intimidated, but
- (b) excludes any reasonable action taken by an employer or supervisor relating to the management and direction of workers or the place of employment.

Examples of conduct or comments that might constitute bullying and harassment include verbal aggression or insults, calling someone derogatory names, harmful hazing or initiation practices, vandalizing personal belongings, and spreading malicious rumours.

3. Workers must:

- not engage in the bullying and harassment of other workers report if bullying and harassment is observed or experienced
- apply and comply with the employer's policies and procedures on bullying and harassment

4. Application

This policy statement applies to all workers, including permanent, temporary, casual, contract, and student workers. It applies to interpersonal and electronic communications, such as email.

Workplace bullying and harassment investigation procedures

1. How and when investigations will be conducted

Most investigations at Community Futures Thompson Country will be conducted internally. In complex or sensitive situations, an external investigator might be hired.

Investigations will:

- be undertaken promptly and diligently, and be as thorough as necessary, given the circumstances
- be fair and impartial, providing both the complainant and respondent equal treatment in evaluating the allegations
- be sensitive to the interests of all parties involved, and maintain confidentiality
- be focused on finding facts and evidence, including interviews of the complainant, respondent, and any witnesses incorporate, where appropriate, any need or request from the complainant or respondent for assistance during the investigation process

2. What will be included?

Investigations will include interviews with the alleged target, the alleged bully, and any witnesses. If the alleged target and the alleged bully agree on what happened, then Community Futures Thompson Country will not investigate any further, and will determine what corrective action to take, if necessary.

The investigator will also review any evidence, such as emails, handwritten notes, photographs, or physical evidence like vandalized objects.

3. Roles and responsibilities

The General Manager or CFTC chair is responsible for ensuring workplace investigation procedures are followed.

Workers are expected to cooperate with investigators and provide any details of incidents they have experienced or witnessed.

The General Manager or CFTC chair will conduct investigations and provide a written report with conclusions to the CFTC Executive committee if required.

If external investigators are hired, they will conduct investigations and provide a written report with conclusions to General Manager and CFTC Chair.

4. Follow-up

The alleged bully and alleged target will be advised of the investigation findings by the General Manager or CFTC chair.

Following an investigation, General Manager and CFTC chair will review and revise workplace procedures to prevent any future bullying and harassment incidents in the workplace.

Appropriate corrective actions will be taken within a reasonable time frame.

In appropriate circumstances, workers may be referred to the employee assistance program or be encouraged to seek medical advice.

5. Record-keeping requirements

Community Futures Thompson Country expects that workers will keep written accounts of incidents to submit with any complaints. Community Futures Thompson Country will keep a written record of investigations, including the findings.

6. Annual review

These procedures will be reviewed annually. All workers will be provided with a copy as soon as they are hired, and copies will be available in the CFTC Electronic filing system under T drive; templates.

Workplace bullying and harassment reporting procedures

1. How to report

Workers at Community Futures Thompson Country can report incidents or complaints of workplace bullying and harassment verbally or in writing. When submitting a written complaint, please use the workplace bullying and harassment complaint form. When reporting verbally, the reporting contact, along with the complainant, will fill out the complaint form.

2. When to report

Incidents or complaints should be reported as soon as possible after experiencing or witnessing an incident. This allows the incident to be investigated and addressed promptly.

3. Reporting contact

Report any incidents or complaints to the CFTC General Manager

4. Alternate reporting contact

If the employer, the complainant’s supervisor, or the reporting contact named in Step 3 is the person engaging in bullying and harassing behaviour, contact the CFTC chair.

5. What to include in a report

Provide as much information as possible in the report, such as the names of people involved, witnesses, where the events occurred, when they occurred, and what behaviour and/or words led to the complaint. Attach any supporting documents, such as emails, handwritten notes, or photographs. Physical evidence, such as vandalized personal belongings, can also be submitted.

6. Annual review

These reporting procedures will be reviewed on an annual basis. All workers will be provided with a copy.

1210 Critical Incident Policy and Reporting

Introduction

Community Futures Thompson Country (CFTC) recognizes that critical incidents can arise that may seriously impact on the safety of staff and clients and/or others associated with our centres. CFTC further recognizes that effective planning, management and rehearsal are the keys to success in the event of a critical incident affecting our centres. The following document has been designed to clarify process and procedures when critical incidents arise.

The *Critical Incident Management Procedure* is designed to assist both those with primary responsibility for the management of critical incidents and staff to respond appropriately in the event of a critical incident.

This procedure deals with both the immediate consequences and the longer term implications of a critical incident. It establishes the systems and processes for our employment service centre and CFTC office: response to the incident, management of the incident, recovery from the incident, and post incident review.

Definitions: In the context of this policy:

Critical Incident means an event which may cause or is likely to cause extreme physical and /or emotional distress to staff, clients and other workers or visitors to our service centres, and which may be regarded as outside the normal range of experience of the people affected.

A critical incident

- may not necessarily require an initial emergency response;
- may significantly disrupt the operations of the organization and impact on business continuity; and/or
- may have the potential to bring CFTC or Merritt Employment Services into disrepute; and/or
- may impact on a number of areas of the centres for example, staff work, physical assets or Information Technology (IT).

Examples of events which may be deemed critical incidents include

- any fatality, near fatality or incident likely to affect seriously a number of staff and/or clients;
- murder or suicide involving clients/staff and their family members;
- development of a Pandemic;
- fire, explosion, bomb threat;
- chemical, radiation or bio-hazard spillage;
- hold-up or attempted robbery;
- threats of violence to staff/clients;
- storms/natural disasters that cause major damage;
- major failure in internal processes e.g. discovery of a significant fraudulent activity
- interruption to utilities (e.g. electricity, water) for an extended period; and
- disruption to IT technology that impacts on the ability of CFTC or Merritt Employment Services to deliver its services for an extended period to clients or for staff thus impacting on work completion.

Emergency Critical Incident means those incidents which involve the possibility of immediate or imminent threat, physical and/or emotional distress to staff, clients and other visitors to our facilities; and which may be regarded as outside the normal range of experience of the people affected.

Non-emergency Critical Incident means those critical incidents which do not involve the need for an initial emergency response but which nevertheless involve the possibility of threat, physical and/or emotional distress to staff, clients and visitors to our facilities; and which may be regarded as outside the normal range of experience of the people affected.

If you have any doubt as to whether an event is a critical Incident advise your superior immediately.

3. Policy and Procedures

Preamble:

This policy and the related procedure are designed to ensure that Community Futures Thompson Country and Merritt Employment Services:

- meets its duty of care obligations in providing the highest possible standard of health and safety for staff, and visitors and other persons working at or visiting our offices or employment service centres;
- is able to respond swiftly and effectively in the event of a critical incident;
- implements an integrated approach to management of risks associated with critical incidents; and
- is compliant with relevant legislation and standards so that: (i) exposure of persons to health and safety risks arising from critical incidents is avoided or minimized; and (ii) physical and psychological trauma are reduced.

As Community Futures Thompson Country has the fiduciary and contractual responsibility to deliver services on behalf of the Province of BC., all critical incidents must be reported to CFTC and Merritt Employment Services Management.

4. Procedures:

If a critical incident should occur:

If the event is an emergency:

- Your personal safety is the most important area of concern for our organization and with that in mind do not try to intervene in a dangerous situation and make every attempt to save yourself from harm
- If necessary and safe to do so, evacuate the building
- Call 911 or advise your immediate supervisor

- Gain an accurate picture of the incident
- Complete a critical incident form

If the event does not present an immediate threat to the safety or wellbeing of individuals:

- Report the event immediately to your supervisor who will notify the Employment Services Centre Manager.
- Gain an accurate picture of the incident
- Complete a critical incident form

5. Reporting Process

- The first contact for critical incidents is the - Employment Services Manager.
- Complete the critical incident form on the following page:

1400 Critical Incident Policy

CRITICAL INCIDENT REPORT

Introduction

Community Futures Thompson Country (CFTC) recognises that critical incidents can arise that may seriously impact on the safety of staff and clients and/or others associated with our centres. CFTC further recognises that effective planning, management and rehearsal are the keys to success in the event of a critical incident affecting our centres. The following document has been designed to clarify process and procedures when critical incidents arise.

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A critical incident

- may not necessarily require an initial emergency response;
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- hold-up or attempted robbery;
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If you have any doubt as to whether an event is a critical Incident advise your superior immediately.

Policy and Procedures

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- is able to respond swiftly and effectively in the event of a critical incident;
- implements an integrated approach to management of risks associated with critical incidents; and
- is compliant with relevant legislation and standards so that: (i) exposure of persons to health and safety risks arising from critical incidents is avoided or minimized; and (ii) physical and psychological trauma are reduced.

As Community Futures Thompson Country has the fiduciary and contractual responsibility to deliver services on behalf of the Province of BC., all critical incidents must be reported to CFTC and Merritt Employment Services Management.

Procedures:

If a critical incident should occur:

If the event is an emergency:

- Your personal safety is the most important area of concern for our organization and with that in mind do not try to intervene in a dangerous situation and make every attempt to save yourself from harm
- If necessary and safe to do so, evacuate the building
- Call 911 or advise your immediate supervisor
- Gain an accurate picture of the incident
- Complete a critical incident form

If the event does not present an immediate threat to the safety or wellbeing of individuals:

- Report the event immediately to your supervisor who will notify the Employment Services Centre Manager.
- Gain an accurate picture of the incident
- Complete a critical incident form

2. Actions Taken:

Incident debriefed with staff member? <input type="checkbox"/> Yes No <input type="checkbox"/> N/A			
Is medical attention required? <input type="checkbox"/> Yes <input type="checkbox"/> No		Advised of right to consult doctor? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Has the employee been advised that he/she can call EAP? <input type="checkbox"/> Yes <input type="checkbox"/> No			
WorkSafeBC forms completed? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Was the Ministry notified by phone or email? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes: Date & Time:			
ICM Case management changes on system: Caution details entered via <input type="checkbox"/> Entered Previously <input type="checkbox"/> Entered Now <input type="checkbox"/> N/A			
ICM Alert Report? Case status change to Inactive/closed? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A			
BF case for follow up? <input type="checkbox"/> Yes Date: <input type="checkbox"/> No <input type="checkbox"/> N/A			
Other actions taken or other measures in place to prevent a similar incident: <input type="checkbox"/> No <input type="checkbox"/> Yes, describe:			
Client Relations screen Opened Date: Closed Date:			
Supervisor/Manager comments:			
Copy of form sent to: <input type="checkbox"/> Ministry <input type="checkbox"/> CFTC Manager <input type="checkbox"/> Incidents of Violence File <input type="checkbox"/> Personnel file			

Was the caller been involved in any previous critical incidents with staff? <input type="checkbox"/> No <input type="checkbox"/> Yes, describe: N/A
Please provide any other information you think is relevant.

3. Other Information

Harm to Others – Homicide Assessment		
LOW RISK	MEDIUM RISK	HIGH RISK
<p>EMOTIONAL STATE:</p> <ul style="list-style-type: none"> Some emotional pain related to the relationship to the other person Responds to listening <p>PLAN:</p> <ul style="list-style-type: none"> No immediate plan No access to lethal weapons <p>PREVIOUS HISTORY:</p> <ul style="list-style-type: none"> No previous history of assault/violence Connected to social supports <p>PROTECTIVE FACTORS:</p> <ul style="list-style-type: none"> Connected to social supports 	<p>EMOTIONAL STATE:</p> <ul style="list-style-type: none"> A lot of emotional pain Agitated and difficult to calm down <p>PLAN:</p> <ul style="list-style-type: none"> A vague or unspecified plan for homicide or assault <p>PREVIOUS HISTORY:</p> <ul style="list-style-type: none"> History of acting out and/or some assaults Stormy relationship with periodic high tension arguments <p>PROTECTIVE FACTORS:</p> <ul style="list-style-type: none"> Minimal connections and social support 	<p>EMOTIONAL STATE:</p> <ul style="list-style-type: none"> Extreme agitation <p>PLAN:</p> <ul style="list-style-type: none"> A specific, current plan for homicide or assault <p>PREVIOUS HISTORY:</p> <ul style="list-style-type: none"> Frequent acting out against others with no attempts Previous homicide attempt and/or significant frequent assaults <p>PROTECTIVE FACTORS:</p> <ul style="list-style-type: none"> Feels unconnected with others No social supports

Harm to Self – Suicide Assessment

LOW RISK	MEDIUM RISK	HIGH RISK
<p>EMOTIONAL STATE</p> <ul style="list-style-type: none"> • Some emotional pain • Responds to listening <p>PLAN:</p> <ul style="list-style-type: none"> • No immediate plan • Wants to live: does not plan to attempt • Plan is non-lethal or unrealistic <p>PREVIOUS HISTORY:</p> <ul style="list-style-type: none"> • No suicide attempts or history of mental illness <p>PROTECTIVE FACTORS:</p> <ul style="list-style-type: none"> • Connected to social supports • Wants to change things and still has hope and plans for the future 	<p>EMOTIONAL STATE:</p> <ul style="list-style-type: none"> • A lot of emotional pain • Agitated and difficult to calm down <p>PLAN:</p> <ul style="list-style-type: none"> • Not sure when but probably soon • Wants the pain to stop: suicide may not be the only option • Lethality left to chance <p>PREVIOUS HISTORY:</p> <ul style="list-style-type: none"> • No attempts but treated for mental illness or substance abuse <p>PROTECTIVE FACTORS:</p> <ul style="list-style-type: none"> • Minimal connections and social support • Wants to change but feels powerless • Negative and vague sense of future plans 	<p>EMOTIONAL STATE:</p> <ul style="list-style-type: none"> • Unbearable emotional pain • Extreme agitation, high anxiety, numbness <p>PLAN:</p> <ul style="list-style-type: none"> • Has imminent date time in mind • Death is the only way to stop the pain • Lethal method, means available, decreased chance of intervention <p>PREVIOUS HISTORY:</p> <ul style="list-style-type: none"> • Previous suicide attempt(s) and or mental illness • Suicide death of significant other <p>PROTECTIVE FACTORS:</p> <ul style="list-style-type: none"> • Feels unconnected with others • No social supports • Hopeless and helpless with no sense of future or plans