

Elk River Watershed Alliance (ERA)

POLICIES AND PROCEDURES MANUAL

March 2018

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Policies

Policy review

This Policy & Procedure manual will be reviewed and revised within the ERA on an ongoing basis and for consideration by the board as a whole. When considered necessary, a policy change may be voted on by the Board of Directors. The members of the policy committee shall consist of at least: one executive board member plus one board member who has served at least one year and the Executive Director.

Governance

History

The Elk River Alliance (ERA) was started in September 2010 under the leadership of Lee-Anne Walker, resident of the Elk Valley region since 1983. After working in the region for 30 years in the field of environmental education and management, she was motivated to form ERA as she concluded the findings from her qualitative research Master in Environment and Management project, based on input from 8 community-based water groups and 16 decision-makers in the Columbia Basin region. Ms. Walker completed her Royal Roads University Master of Arts in Environment and Management thesis entitled “Community-based Water Monitoring: Bridging Citizens and Decision Makers” (2009). As the inaugural Executive Director, she approached Wildsight Elk Valley Branch who acted as the initial sponsor of ERA. The first Program Coordinator was Allie Dickhout, who after returning to University of Victoria to finish her BSc in Environmental Science, was replaced by Ayla Bennett, a graduate of the University of Calgary. Founding Directors were Stella Swanson, John Poirier, Doug Marteinson, Jim Miller, and Carla Fraser, who agreed to sit as Directors at the first ERA Board retreat/raft float September 2011. In September 2013 Elk River Alliance achieved independent non-profit society status and is awaiting charitable status.

Vision

To promote a new ERA in watershed thinking where well-managed human activities result in healthy ecosystems and a robust economy.

Mission

ERA is a community-based water group that aims to connect people to the Elk River ensuring it is drinkable, fishable and swimmable for future generations.

Approach

ERA uses education and outreach programs that raise watershed literacy, informs sustainable water decision-making and collects science to prioritize community involvement that protects, enhances and restores aquatic ecosystems.

Guiding Principles

- Stimulated conversation, share information and facilitate community input to encourage sustainable water decision-making in the Elk Valley.
- Promote a new ERA in watershed thinking by coordinating a community voice to contribute to watershed planning and management activities, regulatory processes and other regional water initiatives.
- Bring together diverse points of view and offer a safe place to dialogue about the Elk River.
- Unite not divide.

Goals

1. Using education and outreach programs, residents know where their water comes from, how it is used and ways to keep it healthy for future generations.
2. Collect watershed science and data to prioritize community stewardship action that protects, enhances and restores aquatic ecosystems.
3. Convene and facilitate community input to encourage sustainable watershed decision making.
4. Promote safe and sustainable recreational use of the Elk River.

Advocacy/position statement

Environmental policy: To develop a comprehensive and sustainable environmental framework for the Elk River and its watershed.

Environmental leadership: To provide leadership on Elk River watershed issues. To identify, recruit and train skilled and knowledgeable leaders and citizens about the issues.

Environmental development: To promote the environmental health of the Elk River watershed for the region and province by informing and educating citizens and decision makers of the wider impact of human decisions on our watershed.

Positioning: To position the Elk River water related issues as part of the decision-making priorities within Elk Valley communities.

Legal

Articles of incorporation

The Elk River Alliance is incorporate under the Societies Act of British Columbia (2013) and a registered charity under Revenue Canada's Income Tax Act is pending (2017)

By-laws

The Elk River Alliance has adopted 'Schedule B' of the Societies Act for its bylaws.

Operating structure and chart

The Elk River Alliance is governed by a Board of Directors, elected by its membership at the Annual General Meeting in accordance with the by-laws of the incorporation under the BC Societies Act.

The Board of Directors ensures the operations of the ERA are in accordance with the constitution and bylaws of the society, the B.C. Society Act and the Canada Income Tax Act. The Board is responsible for setting policy and monitoring the affairs of the organization. The Executive Director and other staff are responsible for the day-to-day operation of the organization. The Executive Director reports to the Board.

Board

Directors & Officers

The organization asks that each Director work for the benefit and growth of the organization, with enthusiasm and sharing of skills, for the betterment of the public good. A Director should be able to endorse the mission and objectives of the organization and be morally committed to and comfortable with risk-taking and enterprising non-profit activities.

A Director has a duty to inform him/herself about the state of affairs of the organization and has a responsibility to make sure that the organization is managed in a business-like matter. A Director will make every attempt to attend meetings and if unable to attend, inform the Executive Director with regrets before the meeting.

Each Director must maintain fiduciary responsibility for all activities of the organization and must exercise due diligence as can reasonably be expected from someone of his/her knowledge and experience. If, in the assessment of the Board, these responsibilities are deemed to be inadequate, the member may be asked to step down from the Board.

All organizational information is confidential and will not be used, or distributed outside the organization, during or after the term of office. Directors are not permitted to use, for their own purpose, any confidential information given in their capacity as Director.

The Executive Director will aim to receive prior approval from the Board or Board executive before releasing any communications on behalf of the Society to the media, stakeholders or the public.

A Director will not engage in lobbying other Directors for the purpose of influencing a vote at a Board or Committee level.

Board members will set policy and direction that will be passed onto the Executive Director who will implement such policies. They are not responsible for, or required to manage the policy.

The board will consist of no fewer than 5 and no more than 12 Directors.

Duties

Chair

The chairperson presides at all meetings of the society and of the directors. The chair is the Chief Executive Officer of the society and must supervise the

other officers in the execution of their duties. The chair is chairperson of the executive committee as well an ex-officio member of all other committees. The chair is responsible for all governance functions of the organization. The chair works in close liaison with the Executive Director.

Vice Chair

The vice-chair must carry out the duties of the chair during the chair's absence. This position is intended to prepare an individual for the position of chair at the time the chair steps down on fulfilling his/her term. The vice chair is a member of the Executive Committee.

Treasurer/Secretary

The Treasurer/Secretary may be a combined or separate position. With the support services of the bookkeeper, the treasurer is responsible for keeping the financial records, including books of account, necessary to comply with the BC Society Act, and render financial statements to the directors, members and others when required. The Treasurer is responsible for ensuring financial filings are completed for the Societies and Revenue Canada. The secretary/treasurer must oversee the correspondence of the society; issue notices of meetings of the society and directors; keep minutes of all meetings of the society and directors; have custody of all records and documents of the society except those required to be kept by the treasurer; and maintain the register of members. The secretary/treasurer is a member of the Executive Committee.

Members at Large

A Member at Large is responsible to organization by actively participating in the affairs of the organization. They should represent a certain sector of interest and, where required, chair a Committee of the Board's choosing. For example there could be a Director at Municipal Government, Director at Water Recreation, Director at Water Literacy, Director of Fishing Guides, Director of Youth, etc. Members at Large can be a Member of the Executive as decided by the chair.

Terms

Board Members will be elected for a two-year term, after which they will have to stand for re-election.

Nominating & recruitment

A Nomination Committee is responsible for recruiting Directors from British Columbia who are leaders in their field, who share in this commitment to preserve the environment, and who have skills in one or more of the operational functions areas of the organization. Nominees should have, or be willing to gain extensive knowledge of the organization and the issues addressed.

Procedures

The Nomination Committee will provide and receive the completed election forms and curriculum vitae from nominees at any time during the year up to one month prior to the Annual General Meeting of the ERA. The slate of nominees will be presented for election at conclusion of business of the Annual General Meeting. The Board will select nominations that best reflect the needs of the organization as laid out in the by-laws.

In the event that a Director should be unable to continue in the position until the normal end of the term, the Board shall appoint a person to fill the vacancy until the next Annual General Meeting, at which point the seat shall be deemed to be vacant.

Orientation

The Executive Director is responsible for the orientation of Directors and new staff.

Code of ethics

Intent

Loyalty to the Board of Director is essential. The ED should never divulge deliberations or decisions made by the Board to any outside body or person before they are made known to the staff or public through agreed-upon channels of communication. The responsibility of the ED is to serve the interests of the Board and the community. When the ED is performing his/her duties on behalf of the ERA the organization's interests shall prevail.

Directors & Officers insurance

The ERA will maintain adequate insurance for Directors and Officers Liability Insurance to cover errors & omissions that can be demonstrated as being carried out 'in good faith'. A Director is liable for any loss sustained by the organization arising from a breach of fiduciary duty or negligence in the performance of duty. However, a Director is liable only for his/her own acts and omissions and is not liable for breach committed by another Director unless he/she concurs or acquiesces in a breach committed by the other Director.

Negligence

A Director is liable for any loss sustained by the organization arising from a breach of fiduciary duty or negligence in the performance of duty. However, a Director is liable only for his/her own acts and omissions and is not liable for a breach committed by another Director unless s/he concurs or acquiesces in a breach committed by the other Director.

Conflict of interest/confidentiality

In a 'conflict of interest' position of the organization with a third party, a Director must not engage in any activity that benefits the third party. A Director must not allow the conduct of Directorship duties to serve personal ends. When a Director is directly, or indirectly, in a 'conflict of interest' position s/he must declare their situation and remove themselves from the proceedings. They may not vote on conflict decisions.

Meetings

Missed meetings

Directors will endeavour to attend Board meetings held six times in a calendar year. Should a Director miss three (3) consecutive regularly scheduled Board

meetings without having informed the Chair, or other Board members, and/or Executive Director, the Board member can be asked to stand down.

In-camera

When the Board proceedings moves 'in-camera', the attending staff, ex-officio members and anyone not a Board member will leave the proceedings. All discussion and decisions through this process will be kept within the Board and will not be recorded in the minutes.

Resignation and replacement of directors

Each Director must maintain responsibility for all activities of the organization. If, in the assessment of the Board, these responsibilities are deemed to be inadequate, the member may be asked to step down from the Board. A director may be removed from office by special resolution and another director may be elected, or appointed by ordinary resolution, to serve during the balance of the term.

Board/employee relations

The Board duties are to set policy and direction of the organization. The Board is not responsible for day-to-day activities. Recommendations can be given to the staff, but it is the staff who are responsible for implementing the activities defined by the Board. Staff evaluation is the Board's monitoring program.

Committees

Structures

Committees will be struck and function as needed and defined by the president of the organization. A Chair will head the committee. A Board Member or the Executive Director will sit on each committee.

Roles and responsibilities

All Committees will function under the jurisdiction of the organization and be responsible to the Board of Directors. Committees will conduct business as if they were part of the organization and abide by the guidelines as set-out for Board members. Chairs will take direction for their committees from the Board of Directors. Chairs are responsible for giving an orientation of the organization to the members.

Chair duties

Chairs of Committees will be responsible to the Board of Directors. Chairs will enroll the necessary Committee Members that enable the Committee to assist the Board in the progress of the organization. Chairs, or designate, will report back to the Board by a verbal or written report of findings and progress

Committee meetings

Committee meetings will be held at the discretion of the Committee Chair at a place convenient to Committee Members. Committee meetings must adhere to the agenda as outlined by the Board of Directors.

Orientation

Committee Members will be given guidelines to the goals of the organization

Evaluation

Evaluation of the effectiveness of the Committee will consist of the Chair of the Committee and a Board Member.

Membership

Types of membership

There shall be only a 'Life-time' membership. Lifetime Memberships will be: individual - \$20; and family - \$40. There are no 'non-voting' members. Corporate memberships are \$100 annually. The review of membership fees shall be undertaken by the Board of Directors and presented to the membership at an AGM for approval in the following AGM.

Members have only one vote per person at the AGM. Votes are not transferable.

Responsibilities of members

All 'paid-up' members of the Elk River Alliance shall have the right to vote on issues and activities as presented at the Annual General Meeting. Members can take advantage of member benefits as determined from time to time by the Board of Directors. The Board and Staff of the ERA will encourage members to become acquainted with the organization and its activities to be advocates and volunteers for the organization.

Dismissal of members

Paid-up members cannot be dismissed.

Annual General Meeting

An Annual General Meeting must be held within 15 months of the previous AGM. Members must be notified at least 14 days before an Annual General Meeting. Members wishing to stand for election are encouraged to register for nomination before the meeting. However, nominations for the Board will be accepted before the election of the Board Members.

Elections of Directors

At the time of an Annual General Meeting a slate of Directors running for election will be presented to the membership. Should there be more nominations than there are places on the Board, there will be a confidential run-off vote by the members. Those standing for election are also able to vote. Should there not be an excess of nomination, then the positions will be filled by acclimation

Election of Officers

Immediately following the vote by membership or by acclimation, the Board shall elect the officers of the incorporation.

Community Support

Community engagement

The ERA will develop connections with the local and regional community with the purpose of motivating residents to participate and creating dialogue and activities with decision makers that help to direct sustainable water decision-making.

Revenue generation

Under the direction of the Executive Director, the organization will allot resources to apply for grants, sponsorships, individual giving, membership and fee-for-service.

The organization will endeavor to balance annual funding sources from government, public, private sector, and earned income.

The organization will develop strategies for creating fundraising partnerships.

The Executive Director must have approval from the Board of Directors on funding applications before submission.

Partnerships/Donors

ERA seeks to bring about its mission in partnership with:

- First Nations
- Federal Government - DFO and by keeping the local MP informed.
- Provincial Government - Environment and Forest Lands Natural Resource Operations and by communicating with the local MLA.
- Local municipalities of: Elko; Fernie; Sparwood; and Elkford as well as RDEK Area A and Area B
- Wildsight
- Columbia Basin Trust
- Industry including Teck, Canfor, BC Hydro, Fishing Guide Outfitters
- Other environmental groups e.g. Rod and Gun clubs
- Schools & educational organizations
- Other

Tax Receipts

A charitable tax receipt can be issued by ERA if they receive Federal charitable status (applied for November 2017) :

Cash

A cash donation without consideration and who freely disposes of the property without material benefit or advantage for the donor.

In-kind

Gifts-in-kind at provable fair market value with a receipt from the donor stating it is a Donation. Works of Art made to the ERA for the purposes of fundraising must be professionally appraised and may have a reserved value placed on them by the donating artist.

Fee for Services

Donations of professional services where the donor requests a tax deductible receipt, ERA may issue an official donation receipt if the person provides a service to the charity, the charity pays for the service, and the person then returns the payment to the charity as a gift. Volunteering of time is not tax

receiptable. Payment of Membership is not a donation being a payment for goods and services.

Charitable receipts issuance

A charitable Tax receipt will be issued to a donor within 45 days of receipt of the donation.

Recognition

A donor recognition event will be held at least once a year for donors above a defined amount. Where appropriate, names of donors will be recognized in: newsletters, advertising, special event banners and/or a donor wall.

Disbursements to other organizations

Disbursements to other organizations can only be made if that organization is a registered charity with Revenue Canada.

Grants

Grants to individuals can only be made in the form of a sub-contract for implementation of an ERA program.

Operational

Finance

Authority

In managing the financial matters of the ERA the Secretary/Treasurer and Executive Director will ensure the following duties are undertaken:

- To prepare the annual budget for Board approval at least two months prior to year-end.
- To prepare and plan the financial development and allocation of funds to ensure annual operation.
- To compile or oversee the bookkeeping and preparation of monthly/quarterly and year-end financial statements of the ERA and present them to the Board of Directors for review.
- To prepare long-term financial development plans (3-5 years) for Board approval.
- To oversee the preparation and approval of the financial aspects of contracts made by the ERA, including grant applications to all levels of government and other funding agencies.
- To ensure that a professional annual review of ERA finances takes place.
- To ensure that the ERA's financial reports to appropriate authorities are made - BC Societies Registry and Revenue Canada, Charities, within required deadlines, as well as to funders and donors.

Accounting methods

Generally Accepted Accounting Principles (GAAP), as defined by the Canadian Institute of Chartered Accountants, shall be adhered to. The day to day keeping of the books shall be the responsibility of the Executive Director who may at his or her discretion contract out to an impartial party the monthly reconciliation of accounts and the presentation of the Balance Sheet and Profit

& Loss Statement. The Finances will, in the main part, be on an accrual format.

Banking

Accounts

The ERA shall establish and maintain as necessary a checking account. All funds designated for future use or are not needed in day to day financial operation of the society shall be invested in higher interest earning secured vehicles as designated by the Board of Directors. Receipts for all transactions shall be maintained for all transacted income and expenses. Receipts shall be kept as per tax requirements and in accordance with generally accepted accounting practices.

Cheque control and safeguard

See 'Signing Officers'

Credit

Other than a small line of credit (max \$500) on an ERA business credit card, there shall be no credit permitted unless so deemed by the Board of Directors. Loans shall be governed by the by-laws of the society as it relates to the borrowing of sums of money for the purposes of the society.

Petty Cash

A petty cash fund of \$100.00 shall be maintained, under the direction of the Executive Director, for incidental day-to-day expenses and shall be replenished as needed. All petty cash expenditures must be properly receipted and accounted for on the monthly/quarterly financial statements.

Signing officers

There shall be three signing officers for the organization with two signatures required for the disbursement of cheques. One of the signing officers can be the Executive Director. Payments of up to \$500.00 may be made with a single signature other than cheques made payable to staff, otherwise an additional signature of Secretary/Treasurer or Chair is required. Staff cannot sign their own cheques.

Monthly statement review

The Balance Sheet and the Profit-Loss Statement for the month shall be reviewed on a monthly basis as soon after the month as possible. Monthly accounts will not be over two months late.

Year-end accounts

The year-end reconciliation shall be done by an accredited bookkeeper who shall also be appointed as auditor at the previous AGM. Financial reports must be ready and approved by the Board prior to presentation at the AGM. Financial year is February 1 to January 31.

Budget preparation and management

An annual budget that can be presented and approved by the Board of Directors, must be compiled at least two months before the fiscal year-end. The Executive Director (ED) will work within these parameters and maintain a balanced budget. The ED will provide a guiding five-year financial projection based on a strategic plan developed by the organization. The organization will endeavor to maintain a contingency fund of a minimum six months of operation.

Evaluation

- The ERA will maintain financial reports with actuals and budget projections included for the period. A review of project actuals, budget projections and variances will be reviewed by the Board every meeting.
- The Board and ED will review progress with the accountant annually if charitable status is achieved.
- The Executive Director, in consultation with the bookkeeper, shall meet annually to prepare the annual financial statement for BC Societies and/or Revenue Canada and for presentation to the membership at the AGM.
- The ERA will publish an annual report that includes a message from the Executive Director/Chair, Treasurer, committees and the Executive Director reporting on the year's activities.

Resource Allocation

- Allocation of resources will primarily be to implement the programs in alignment with ERA's objectives.
- Equally important in allocation is the employment of an Executive Director, whose salary range recognizes the professional skills and abilities needed by the ERA, to implement those programs.
- Funds are to be allocated to maintain and equip an office adequate to the purposes of the ERA.
- Also funds are to be allocated to employ project support staff for implementation of programs as needed and contract additional services as needed for administration of the society. Staff are responsible for managing projects so as not to have over runs in expenditures.
- Resources to run programs on a self-perpetuating/Fee-for-Service basis are to be encouraged.

Administrative

Travel/Intent

It is the intention of the ERA that when board members, volunteers, staff or members travel on behalf of the organization to attend meetings or conferences, the ERA shall reimburse the costs of such travel, as well as accommodation and meals when necessary. It is also the intent that anyone attending such events, and being reimbursed for such costs, also has the responsibility to fully participate while keeping in mind the interests of the ERA.

Travel & Out of pocket expenses

Travel or out-of-pocket expenses outside the approved annual budget will need Board approval at least one month prior to the expected date of travel. It is the responsibility of the person travelling to obtain the most economical method of

transportation while taking into consideration factors including time and personal considerations. Local travel up to 20 kilometers will be reimbursed for ERA related activities.

Transportation

- Where a private vehicle is used to transport a person on ERA business, reimbursement will be at the approved rate of \$.52/km. This amount will be sufficient to cover all vehicle costs such as gas, maintenance and insurance.
- Travel distances will be based on Government of B.C. Road Map Standard Distances. Note: An individual travelling on ERA business and claiming the vehicle allowance is reminded to insure his/her vehicle with the appropriate "business" coverage as the ERA does not carry such insurance on his/her behalf.
- Actual toll charges, ferry and parking may be claimed with a receipt.
- Claims for bus, taxi, train and plane charges will be reimbursed. Receipts are required for taxi, long distance bus, train and plane fares; no receipts are required for bus travel within cities.

Accommodation

- Maximum hotel claim will be as the current approved provincial government rate. Deviation from this schedule of costs may be brought before the Board of Directors for approval.
- Original receipts must be attached to the expense claim form. ERA personnel are encouraged to reduce accommodation charges whenever feasible. A set rate will be determined for staying with friends and/or relatives.

Meals

- The maximum per diem for meals is \$50 per day. Where a meal is provided at a meeting, the individual meal allowance will be subtracted from the per diem for that day.
- Meal receipts are required; meals that are claimed must be delineated on the expense form. Alcohol will not be reimbursed. For the purposes of claiming per diem (i.e. breakfast, lunch and dinner) the travel day is from 7:30 am to 6:30 p.m. When the claim is not for a full day the rate shall be Breakfast \$12.00, Lunch \$13.00, Dinner \$25.00.

Procedures

- For all expenses incurred the individual will complete an 'Expense Claim Form' and submit this to the Executive Director to receive reimbursement for costs incurred within one month from the completion of travel or expenses.
- Attached receipts are required for all items with the exception of mileage, bus travel within a city.

Communications

Vision/mission/goals

All communications including: grant applications; corporate sponsorships; memberships; WEB pages; newsletters; and promotional material will carry, wherever possible, the vision, mission and goals of the ERA and the ERA logo.

Brand Recognition on Promotional Material

All communication venues will conform to a 'styles sheet' and have the ERA's logo clearly noted.

Newsletter

The ERA will publish an electronic/physical newsletter *Elk River Current* biannually which promotes communication with the public and environmental groups of the issues being addressed. The ERA newsletter will include the following: thought provoking environmental issues as relates to the Elk River watershed; a list of board members and staff; recognition of donors & advertisers, water conservation tips, water and aquatic wildlife. The editor will pursue proper copyright procedures for articles solicited from other sources. The production of the newsletter will be the responsibility of the Executive Director.

Access to information

Record keeping

- Any changes to the constitution, by-laws or changes in the Board of Directors will be filed to the BC societies and a copy retained with the organization.
- All business conducted at Board meetings will be captured in the minutes of the organization. Committee reports will be maintained if written, or captured by the recording secretary of the organization.
- All financial reporting to the Board will be kept together with the minutes of the organization.
- All financial transactions, conducted in the day to day operation of the organization, will be kept in the organization's offices for the current year and overseen by the Executive Director.
- All correspondence from the Government, Board, staff, contractors, and other organizations will be retained in the organizational offices.

Records retention

- All BC societies, Revenue Canada Charities and other government filings will be kept for seven years.
- Board minutes and committee reports will be kept for five years.
- All financial transactions will be kept current until the end of the fiscal year, where they will be archived with Revenue Canada's filings.
- Personnel files will be kept seven years.

Records destruction

- Confidential records that are stale-dated must be destroyed by shredding or burning.

- All other material may be disposed of in regional transfer station garbage.

Office space

Rent, access, maintenance

The Executive Director has the authority to enter into a rental agreement for office premises as needed providing it is within the annual budget. If a lease is to be negotiated over a one-year term or beyond the annual budget, then this commitment must be taken to the Board for approval. Should an office space not be financially or adequately feasible, then a home-office may be billed out to the ERA at market costs.

Equipment

The Executive Director has the authority to purchase all the necessary equipment for the operation of the organization. If lease agreements are beyond one year or outside the annual budget, then this commitment must be taken to the Board for approval.

Personal equipment (computer and cell phone)

- Should staff use their own equipment (computer and cell phone), then an equipment rental fee can be charged and billed at market rates.
- Staff will be reimbursed at a set rate for monthly use of cell phone for ERA business (\$30 per month in 2018).

Personnel Policy

Volunteers

Volunteers are an important resource for the organization and should be recognized as such. Volunteers include: Board Members; Committee Members; event helpers; Streamkeepers, Wetlandkeepers and supporters who are ERA spokespeople.

Role of the volunteer

The role of the volunteer is to provide support for the organization through giving their skill, time and physical energy without financial reward. Volunteers give their help for many reasons. The goal of the organization is to match the need of the organization with the interest of the volunteer. If a volunteer is required to fill a role over a set period of time, an honorarium may be paid to the volunteer, as determined by the Executive Director.

Responsibilities

A volunteer's responsibility and allegiance is to the vision of the organization and uphold its mission. The leaders of the organization must impart, implicitly and explicitly, this vision to the volunteers in all situations. Volunteers must comprehend the importance of being a representative of the organization.

Orienting/Training

- Volunteers that express an interest in giving time or services, should be introduced to the vision of the organization and the overall direction of activities.

- Each Volunteer should be adequately trained as determined by the level of involvement of that volunteer.
- Board, Committee and organization support should receive an orientation package that includes: the ERA's constitution; by-laws, policy & procedures manual; together with on-going programs and other material to guide the volunteer.
- Event helpers should be encouraged to become aware of the purpose of the organization and receive material that paints an overview of the organization's activities.
- ERA will carry liability insurance to cover volunteers.
- All volunteers must sign a waiver prior to their participation.

Recognition

Providing services without financial compensation, it is important to provide volunteers with appropriate recognition. This can range from a 'Thank You' by a team leader to an awards ceremony for outstanding support. All volunteers must be appropriately recognized.

Dismissal

On occasion, it may be necessary to dismiss a volunteer. This should be done only by a Board Member or the Executive Director. The goal of dismissal is to remove the offending volunteer without causing hurt feelings.

Staff (as of 2018 ERA has no Staff, only Contractors)

Hiring

The hiring of an Executive Director shall be done by a *Hiring Committee* made up of the out-going Executive Director and at least two representatives from the Board of Directors. The Executive Director is fully responsible for hiring subsequent staff within limits of the set annual budget. The hiring of staff shall be done in the following manner: the position shall be advertised at least 20 working days before the application deadline; copies of the notice shall be sent to all appropriate job boards; then a short list of not more than five suitable candidates will be drawn up; after all interviews are completed the Hiring Committee will choose the new Executive Director based upon the qualifications described in the job description; then all candidates not hired will be informed within two weeks of the hiring decision.

Staffing

The ERA has three categories of staff: permanent (full-time and part-time); temporary (summer students and temporary employees on government grants); and contractors. Permanent employees are those who have been employed on a full-time or part-time basis by the ERA, who have been advised in writing that their probationary period is completed and that their status has been changed to permanent.

Upon the applicant for employment, a letter of appointment will be given to the employee stating the following terms of employment: Date of appointment, position, title, status (full-time, part-time, casual) rate of pay, length of tenure (if applicable), hours of work, benefits and conditions of employment. The employment letter for the ED must be signed by a Board Member. Other employment letters must be signed by the Executive Director.

Personnel files will be maintained on each employee. Each file shall include the following: Letter of appointment; terms of Employment, including terms of probation; resume of employee's previous work experience and education; results of reference checks; notification concerning changes in salary or employment status; disciplinary letters; record of overtime; and banked time and holiday schedules.

The Executive Director shall be responsible for maintaining all Personnel records. The file on the Executive Director will be kept by the President of the ERA.

Vacation Benefits

Vacations for only permanent full-time and part-time employees in the first and second year of employment shall be three weeks paid vacation. This will be accrued at 1¼ days per month employed. Vacation for permanent employees in the third or more year of employment shall be four weeks paid vacation. This will be accrued at 1²/₃ days per month employed.

One vacation week must be taken at the agreed upon closure between Christmas and New Year.

If all or part of a contract vacation is not taken during a given year, he/she will receive holiday pay in lieu of the time taken at the current provincial rates as specified in the Employment Standards Act.

Where there is a conflict of scheduling between employees, scheduling of vacations shall be on the basis of seniority.

Vacations for contract employees, temporary staff on government grants and summer students shall be as per the condition stipulated in their grant contract.

No leave is to be taken for the first three months of employment.

Parental Leave

Parental leave shall be a right, with no prerequisite of length of time in employment, seniority, marital status, sex or sexual orientation.

In accordance with the Employment Standards Act, Parental Leave allows an employee to take up to 30 consecutive weeks of absence without pay. This period is to be decided by the employee. If the leave is to commence before the birth of the baby, two weeks written notice to the Executive Director / President shall be given before leaving.

For permanent staff, two weeks of the six months shall be paid leave, the remaining to be unpaid. It is expected that employees entitled to maternity benefits under the EI program shall take them during the unpaid weeks.

Additional Parental Leave up to one year without pay may be granted. Requests for the additional leave must be submitted to the Board/ED at least 30 days prior to the expiry of maternity leave.

During the leave of absence, the employee will continue to accrue benefits in benefit plans, provided that the employee pays his/her share of any joint contribution to the plan.

An employee on Parental Leave shall continue to accrue vacation leave entitlement at his/her regular rate, but shall not continue to accrue vacation pay.

Sick Leave

Employees must notify the Executive Director if unable to come to work before the start of the work-day and not later than 10:30 a.m.

Permanent employees will accumulate paid sick leave credits at a rate of one day per month for each fully completed month of employment to a maximum of 12 working days. Unused sick time is not bankable and cannot be carried over from year to year.

If an employee becomes ill or otherwise incapacitated and the illness or incapacity continues for more than 10 consecutive working days, the employee must notify the Executive Director, whose responsibility it is to ensure the work of the organization continues. After three consecutive days of illness a physician's note is required.

Extended sick leave beyond accumulated credits shall be unpaid.

Where medical and/or dental appointments cannot be scheduled outside the employee's working hours, appointments may be scheduled around a full working day schedule or sick leave with pay shall be granted and deducted from accumulated sick leave credits.

Full-time and regular part-time employees who have regularly scheduled days off will be expected to arrange appointments during those days off. Exceptions may be made for care which is required on an immediate or emergency basis, or where routine appointments cannot be accommodated on the employee's day off.

Bereavement Leave

At the discretion of the ED or, in the case of the ED, to the Board, employees shall be granted paid leave of absence for five consecutive working days in this case of a death in the family or other pressing personal considerations. In special cases, a longer unpaid leave period may be allowed. Personal refers to immediate family or those with whom the employee has a close personal association, heterosexual or homosexual, common-law relation or close dependency situations.

Family Responsibility Leave

All permanent employees are entitled to five paid working days for parenting leave or grand parenting leave in the event of a dependent's illness.

Other Discretionary Leave

After one year of employment, application for unpaid discretionary leave of up to one year may be made in writing to the ED or, in the case of the ED, to the Board specifying the reason. It cannot be taken consecutively with other types of leave. Such leave will be subject to the following conditions: if more than one employee is qualified and applies at one time, the Board in consultation with the Executive Director, will determine the order of the leaves. No more than one permanent employee may be on discretionary leave at any one time; such leave shall be applied for not less than six weeks before the leave shall begin.

Every effort will be made so that the leave of absence will not unduly disrupt the work of the organization.

Employees will retain vacation entitlement and sick leave entitlement earned up to the date of commencement of leave. The employee will not accrue sick leave or vacation leave entitlement while absent on unpaid leave.

Benefits

The employer shall provide all permanent employees with a benefit package comprised of Worker's Compensation coverage, extended medical and dental

coverage and such greater benefits as may from time to time be made available.

Overtime

Overtime worked is the time worked in excess of the regular workweek. Overtime for employees which has been authorized or requested by the Executive Director or Board and will be compensated on a basis of time off for overtime worked. The general policy is to repay overtime worked with time off within thirty days. A maximum of 10 working days may be accumulated as time off in lieu of overtime. Utilization of accumulated overtime benefits will be made with the least disruption to the normal work schedule as possible.

Grievances

Any staff member with a grievance should submit written complaints to the Executive Director. If not satisfied with the ED's response, the complaint should be forwarded to the Board for action. All complaints concerning personnel issues must be received in writing and accompanied (where possible) by support material. The ED or Board will become informed of the employee of allegations and solicit the ED's written response to the allegations. The Board will then review the material from both parties and make recommendations for action to the Board's Executive at its next meeting for resolution, according to the steps outlined below.

"Grievance" shall mean any difference or dispute concerning the interpretation, application, administration, operation or alleged violation of the contracts and/or personnel questions. Differences shall be settled conclusively in the following manner:

- The grievance shall be discussed between the two parties within twenty 20 working days of its occurrence.
- If the grievance has not been satisfactorily resolved in Step 1 it shall be referred to the Board of Directors who shall have 15 working days in which to solve the grievance.
- If the grievance has not satisfactorily been resolved in Step 2, following the expiry of 10 working days from Step 2, either party may signify in writing to the other party the failure to agree and notice of intention to invoke arbitration procedures as set out below. An employee shall be permitted the necessary time off without loss of pay or benefits to attend to the adjustment of a grievance and may take part in any step of grievance procedure.

Arbitration

Arbitration shall be initiated for any difference or dispute concerning the interpretation, application, administration, operation or alleged violation of the contracts or Personnel Policy or any conflict arising out of the work situation that was not satisfactorily dealt with through the grievance procedure. The arbitration process shall be as follows:

- The employer and employee shall each select an arbitrator, and the two arbitrators shall select a third to serve as chair.
- The arbitration shall be held in the City of Fernie, Province of British Columbia, and shall proceed with due dispatch.
- The fees and expenses of the arbitrators shall be borne by the parties of either of them as the award shall provide.
- The award shall be binding and conclusive on the parties.

- The judgment may be entered therein in the highest court of the forum having jurisdiction.

Discipline and Termination

An employee can only be disciplined or discharged for just cause as defined in the British Columbia Labour Code. Grounds for disciplinary procedures against an employee may include the following: insubordination; lateness and/or unacceptable absenteeism; Slander/libel against the ERA operation, staff; performing below required levels; breach of WCB Regulations; conviction for an offense under the Criminal Code which impeded or prevents the employee's ability to perform his/her duties and responsibilities; unsatisfactory performance of assigned duties; discourteous attitude or behavior to the public or supervisors; and interference with work assignments of a fellow employee. In cases of discipline and discharge, the burden of just cause shall rest with the Executive Director of Board of Directors. The employee's past record and length of service with the ERA should be taken into consideration when determining the severity of discipline.

The discipline steps shall be:

- Verbal Warning. (first or minor infraction) - The Executive Director or the Board of Directors shall verbally notify the employee of any expression of dissatisfaction concerning an employee's work within two weeks of the event of the complaint and the providing employee with a clear outline of expectations. If this procedure is not followed, such expression of dissatisfaction shall not become a part of the employee's record for use against the employee at any time. This article is applicable to any complaint or accusation, whether or not it relates to the employee's work.
- Discipline Report. The employee shall be notified in writing of the action outlining the consequences of further infraction. The employee's reply to such complaint, accusation or expression of dissatisfaction shall become part of the employee's record. The record of an employee shall not be kept on file or used against an employee at any time after 12 months following a suspension or disciplinary action, including letters of reprimand or any adverse reports
- Warning/Suspension. The Executive Director or the Board of Directors may deem it necessary to inform an employee, in a manner indicated, that dismissal may follow any further infraction or may follow if the employee fails to bring her/his work up to a required standard mutually agreed upon. The Executive Director or Board shall, within 10 working days thereafter, send written particulars of censure to the employee.
- Notice of Termination or Dismissal. Employees may be dismissed with no prior warning for the following: theft of ERA property; willful damage to ERA property; substance or alcohol abuse while on the job; illegal acts; dishonesty; and unacceptable absenteeism.

Termination

After the fifth year of employment, notice to the employee shall be six months. In lieu of notice, the employer shall pay to the employee an amount equivalent to salary and benefits receivable by the employee during the period of notice set out above.

Resignation

Resignation of a permanent employee will be at least one month notice in writing.

Contract Negotiations

All contracts will be negotiated by the Executive Director that are within the annual budget. Employee contracts may be renegotiated annually providing they are within the budget. Notice of intent to renegotiate the contract shall be given to either the employer or contractor not later than three months prior to the end of the contract. Contracts that are outside/beyond the annual budget must be approved by the Board.

Pay Increase

Pay increases will be reviewed annually except in cases where an agreed-upon change in job description results in an increase prior to the annual review. There will be a cost of living minimum annual increase (e.g. 2-3% annually). Any other increases will be made according to the merit review. If the organization cannot afford an annual increase, the employee will be informed one month before the annual review.

Layoff

Once notice is given that declining revenue may require a reduction in the expenses with consideration to staff layoff, the Executive Director or the Board shall meet at least two (2) months prior to a possible layoff.

Professional development

The ERA encourages professional development of its staff. Funds and allotment of time must be approved by the Executive Director if within the budget or then by the Board.

Employer/employee relations

Regular staff meetings will be held to develop ongoing evaluations of staff needs and concerns relating to the work place. A staff meeting may be called by any employee to deal with any specific issue. Such meetings shall be held within 10 working days of the request. These meetings are designed to develop a collaborative and cooperative environment within the work place.

Executive Director

The Executive Director (ED) is responsible for the successful leadership and management of the organization according to the strategic direction set by the Board of Directors.

The ED reports to the Board of Directors governing the ERA's affairs. The ED may act on the Board's behalf given Board approval. The ED serves as public trustee, as an environmental leader in the communities, and as an advocate in articulating environmental issues. Upon approval of the annual budget by the Board the Executive Director will have the authority to approve all expenditures within that budget. Expenditures that are outside the approved budget must be brought before the Board of Directors for approval.

Leadership

- Participate with the Board of Directors in developing a vision and strategic plan to guide the organization.
- Identify, assess, and inform the Board of Directors of internal and external issues that affect the organization.
- Act as a professional advisor to the Board of Director on all aspects of the organization's activities.
- Foster effective teamwork between the Board and the Executive Director and between the Executive Director and staff.
- In addition to the Chair of the Board, act as a spokesperson for the organization.
- Conduct official correspondence on behalf of the Board as appropriate and jointly with the Board when appropriate.
- Represent the organization at community activities to enhance the organization's community profile.

Operational planning and management

- Develop an operational plan, which incorporates goals and objectives that work towards the strategic direction of the organization.
- Ensure that the operation of the organization meets the expectations of its clients, Board and Funders.
- Oversee the efficient and effective day-to-day operation of the organization.
- Draft policies for the approval of the Board and prepare procedures to implement the organizational policies; review existing policies on an annual basis and recommend changes to the Board as appropriate.
- Ensure that personnel, client, donor and volunteer files are securely stored and privacy/confidentiality is maintained.
- Provide support to the Board by preparing meeting agenda and supporting materials.

Program planning and management

- Oversee the planning, implementation and evaluation of the organization's programs and services.
- Ensure that the programs and services offered by the organization contribute to the organization's mission and reflect the priorities of the Board.
- Monitor the day-to-day delivery of the programs and services of the organization to maintain or improve quality.
- Oversee the planning, implementation, execution and evaluation of special projects.

Human resources planning and management

- Determine staffing requirements for organizational management and program delivery.
- Oversee the implementation of the human resources policies, procedures and practices including the development of job description for all staff.
- Establish a positive, healthy and safe work environment in accordance with all appropriate legislation and regulations.
- Recruit, interview and select staff that have the right technical and personal abilities to help further the organization's mission.

- Ensure that all staff receives an orientation to the organization and that appropriate training is provided.
- Implement a performance management process for all staff which includes monitoring the performance of staff on an on-going basis and conducting an annual performance review.
- Coach and mentor staff as appropriate to improve performance.
- Discipline staff when necessary using appropriate techniques; release staff when necessary using appropriate and legally defensible procedures.

Financial planning and management

- Work with staff and the Board (Finance Committee) to prepare a comprehensive budget.
- Work with the Board to secure adequate funding for the operation of the organization.
- Research funding sources, oversee the development of fund raising plans and write funding proposals to increase the funds of the organization.
- Participate in fundraising activities as appropriate.
- Approve expenditures within the authority delegated by the Board.
- Ensure that sound bookkeeping and accounting procedures are followed.
- Administer the funds of the organization according to the approved budget and monitor the monthly cash flow of the organization
- Provide the Board with comprehensive, regular reports on the revenues and expenditure of the organization.
- Ensure that the organization complies with all legislation covering taxation and withholding payments.

Community relations/advocacy

- Communicate with stakeholders to keep them informed of the work of the organization and to identify changes in the community served by the organization.
- Establish good working relationships and collaborative arrangements with community groups, funders, politicians, and other organizations to help achieve the goals of the organization.

Management of non-profit Society status

- To ensure the operations of ERA are in accordance with the constitutions and bylaws of the B.C. Society Act and Revenue Canada's Canadian Income Tax Act.
- To attend meetings of the Board of Directors and the Annual General Meeting.
- To work with the President and the Board of Directors in developing policy for the organization; to implement such policy once it is established by the Board; and to collaborate on the strategic plan and implement its goals.
- To bring to the Board's attention opportunities for new initiatives and programs, fundraising, sponsorship and grant opportunities and to oversee these initiatives once adopted by the Board.
- Manage, develop and evaluate the annual budget in consultation with the Treasurer and the President.

- Project financial plans for the future and seek new opportunities to optimize financial goals
- To establish and maintain strong communication and good working relationships with community and other environmental organizations, government agencies, funding agencies, officials and staff at all levels, and to promote the ERA and its aims in every way possible.
- To serve on standing committees of the Board as required
- Keep accurate financial records and work closely with the ERA bookkeeper and the Treasurer of the Board to provide accurate financial statements monthly and ensure that all necessary documents are given to the accountant for preparation of the year-end financial documents.
- With the assistance of the accountant, prepare and file annual Charitable Tax Return for Revenue Canada and file Annual Report with Provincial Registrar of Companies.
- Ensure financial tracking systems are in place and all required payments/invoices are paid on time including payroll deductions and GST/ITC's claims and payments.
- Issue registered tax receipts for charitable donations in a timely manner.
- Ensure all implemented programs are operating within their established budgets.
- Prepare grant applications for both operating and project funding.
- Provide all required reports and information required for funders, Board, & potential sponsors

Strategic planning:

In conjunction with the Board, and two months before the annual budget is set, to implement an annual strategic planning session with the key stakeholders. From this plan should developed action items and the appropriate budget to support this plan.

Ensure all Action Plans and timelines are kept on track and are being executed. Conduct needs analysis assessment of the strategic plan and, with the Boards involvement, revise the plan as required.

Annual work plan

When annual grants are received and funding is in place, prepare an Annual Work Plan for each activity and submit to the bookkeeper for tracking expenditures.

Risk management

- Identify and evaluate the risks to the organization's people (clients, staff, management, volunteers), property, finances, goodwill, and image and implement measures to control risks
- Ensure that the Board of Directors and the organization carries appropriate and adequate insurance coverage
- Ensure that the Board and staff understand the terms, conditions and limitations of the insurance coverage

Qualifications

Education

University degree or masters in a related field or equivalent experience

Knowledge, skills and abilities

- Knowledge of the Elk River watershed

- 5 or more years of progressive management experience in a voluntary sector organization
- Knowledge of leadership and management principles as they relate to non-profit/ voluntary organizations
- Knowledge of all federal and provincial legislation applicable to voluntary sector organizations including: employment standards, human rights, occupational health and safety, charities, taxation, CPP, EI, health coverage etc...
- Knowledge of current community challenges and opportunities relating to the mission of the organization
- Knowledge of human resources management
- Knowledge of financial management
- Knowledge of project management
- Proficiency in the use of computers for:
 - Microsoft office 2010; WEB management; Facebook/Twitter communications

Personal characteristics

The Executive Director should demonstrate competence in some or all of the following:

Adaptability: Demonstrate a willingness to be flexible, versatile and/or tolerant in a changing work environment while maintaining effectiveness and efficiency.

Behave Ethically: Understand ethical behaviour and business practices, and ensure that own behaviour and the behaviour of others is consistent with these standards and aligns with the values of the organization.

Build Relationships: Establish and maintain positive working relationships with others, both internally and externally, to achieve the goals of the organization.

Communicate Effectively: Speak, listen and write in a clear, thorough and timely manner using appropriate and effective communication tools and techniques.

Creativity/Innovation: Develop new and unique ways to improve operations of the organization and to create new opportunities.

Focus on Client Needs: Anticipate, understand, and respond to the needs of internal and external clients to meet or exceed their expectations within the organizational parameters.

Foster Teamwork: Work cooperatively and effectively with others to set goals, resolve problems, and make decisions that enhance organizational effectiveness.

Lead: Positively influence others to achieve results that are in the best interest of the organization.

Make Decisions: Assess situations to determine the importance, urgency and risks, and make clear decisions which are timely and in the best interests of the organization.

Organize: Set priorities, develop a work schedule, monitor progress towards goals, and track details, data, information and activities

Plan: Determine strategies to move the organization forward, set goals, create and implement actions plans, and evaluate the process and results.

Solve Problems: Assess problem situations to identify causes, gather and process relevant information, generate possible solutions, and make recommendations and/or resolve the problem.

Think Strategically: Assesses options and actions based on trends and conditions in the environment, and the vision and values of the organization.

Working Conditions

Executive Directors usually work in an office environment, but the mission of the organization may sometimes take them to non-standard workplaces.

Executive Directors work a standard workweek, but additionally will sometimes work evening, weekends, and overtime hours to accommodate activities such as Board meetings and representing the organization at public events.

Program Manager

Job Purpose

Reporting to the Executive Director (ED), the ERA Program Manager's main responsibilities include: development and grant-writing for specific programs, coordination and completion of program deliverables on budget, contractor/volunteer management related to the program.

Responsibilities:

- Management and delivery of various programs and services; ongoing program development and measurable evaluation
- Administration and management of volunteers for specific programs e.g. Streamkeepers, including recruitment, training, orientation, supervision and appreciation
- Maintenance and updates to: resource library, member database, social media outreach, website, scientific supplies and materials
- Identification and scoping of new program ideas as well as supporting the ED in the development and management of funding applications
- Assistance with the coordination and implementation of outreach and educational activities and events
- Management of the community-based water monitoring program, including: high and low flow monitoring, training and supervision of the Streamkeeper volunteers and hosting a data-sharing event
- Management of the Alexander Creek Restoration project, including coordination of volunteers and in-kind resources
- Management of the watershed education program, including the Elk Watershed Discovery Camp
- Assist with reporting of program deliverables to the Board of Directors and the community at large

Program Coordinator

Program Coordinator will be hired on a program specific basis with responsibilities for specific outlined tasks.

Administrative Assistant

Job Purpose

Administrative Assistants ensure the efficient day-to-day operation of the office, and support the work of management and other staff.

The Administrative Assistant reports to the Executive Director and is to assist the Executive Director as required.

Primary Duties and Responsibilities

Administrative Assistants perform a wide range of duties including some or all of the following:

Reception

Answer general phone inquiries using a professional and courteous manner

Direct phone inquiries to the appropriate staff members

Reply to general information requests with the accurate information

Greet clients/suppliers/visitors to the organization in a professional and friendly manner

Office administration

Use computer word processing, spreadsheet, and database software to prepare reports, memos, and documents

Sort incoming mail, faxes, and courier deliveries for distribution

Prepare and send outgoing faxes, mail, and courier parcels

Forward incoming general e-mails to the appropriate staff member

Forward voice mail from the general mailbox to the appropriate staff member

Purchase, receive and store the office supplies ensuring that basic supplies are always available

Code and file material according to the established procedures

Update and ensure the accuracy of the organization's databases

Back-up electronic files using proper procedures

Provide secretarial and administrative support to management and other staff

Make travel, meeting and other arrangements for staff

Coordinate the maintenance of office equipment

Assist with financial management

Use computer software to prepare invoices and financial statements

Code and file financial material according to established records management procedures

Process accounts payable ensuring timeliness and accuracy of information

Process accounts receivable ensuring timeliness, accuracy of codes and appropriate backup

Prepare accurate bank reconciliations and deposits

Administer petty cash according to established procedures

Assist with financial reports as required

Month end duties as required

Provide Board support

With the Executive Director, prepare meeting agendas and supporting material for distribution

Ensure the timely distribution of material to the Board

Support the Board with meeting, travel and other arrangements

Draft minutes of Board meetings for review by the Executive Director

Create action list for management staff from board meetings

Qualifications

Education

High School Diploma

Post secondary education in business, computers, or office management is an asset

Knowledge, skills and abilities

Proficiency in the use of computer programs for: Microsoft office 2010, databases, WEB pages, etc.

Proficiency in the use of office equipment: Voice messaging systems

Personal characteristics

Administrative Assistants should demonstrate competence in some or all of the following:

Behave Ethically: Understand ethical behaviour and business practices and ensure own behaviour and the behaviour of others are consistent with these standards and align with the values of the organization.

Build Relationships: Establish and maintain positive working relationships with others both internally and externally to achieve the goals of the organization.

Communicate Effectively: Speak, listen and write in a clear, thorough and timely manner using appropriate and effective communication tools and techniques.

Focus on Client Needs: Anticipate, understand, and respond to the needs of internal and external clients to meet or exceed their expectations within the organizational parameters.

Foster Teamwork: Work cooperatively and effectively with others to set goals, resolve problems, and make decisions that enhance organizational effectiveness.

Make Decisions: Assess situations to determine the importance, urgency and risks, and make clear decisions which are timely and in the best interests of the organization.

Organization: Set priorities, develop a work schedule, monitor progress towards goals, and track details/data/information/activities.

Plan: Determine strategies to move the organization forward, set goals, create and implement actions plans, and evaluate the process and results.

Solve Problems: Assess problem situations to identify causes, gather and process relevant information, generate possible solutions, and make recommendations and/or resolve the problem.

Experience

1-3 years experience in an office setting

Working Conditions

Administrative Assistants work in an office environment.

Administrative Assistants usually work a standard work week.

Administrative Assistants may be required to work some overtime hours such as attending Board meetings.

Staff Evaluations

Probation

Probation for the Executive Director shall be six months and three months for all other staff. At the end of the period the employee shall be provided with a written evaluation by the Board, in the case of the Executive Director, and by the Executive Director for all other staff members. Employees may add written replies to their evaluation, such replies becoming a permanent part of their personal file. The probationary period for staff may be extended by not more than three months at the discretion of the Executive Director.

Probation for temporary employees shall be set at the time of hiring and stated in the letter of agreement.

During the new employee review, an employee's performance will be evaluated, based upon mutually agreed-upon objectives for the position including quality and quantity of work, ability to work harmoniously with others, conduct and ability to perform the duties as identified in the job description.

Where the employee's performance is found to be unsatisfactory, the employee may be terminated without notice. At any time during this period, the employee may elect to terminate employment. At the employer's discretion, the new employee review may be extended up to a total of six months.

This review period is part of the training process and during this period the new employee's performance will be observed and the supervisor will instruct the employee on all the requirements of the position, as well as what is expected of the employee. During the probation period, the supervisor shall provide feedback at regular intervals prior to the completion of the probationary period.

The probationary period includes only the time spent on the job. Approved leave with or without pay does not count towards probation. A probationary employee who is absent for any reason for one week or more during the probation period, shall have their probationary period extended by an equal amount of time to make up for such loss.

Upon completion of the new employee review period, employment shall be deemed to have started on the initial date of employment for the purpose of determining benefits. Regardless of whether the new employee review is extended or not, benefits shall begin three months after the new employee is hired

There shall be an annual, formal evaluation of the performance of the Executive conducted by the Board of Directors. Such evaluation shall take place annually as decided by the Board.

Evaluation of other employees shall be done by the Executive Director.

All evaluations shall be made on the basis of the job description as well as through review of data compiled from staff meetings.

A rating scale is suggested as a means of describing the level of achievement in each of the areas listed.

Rating scale as follows: Outstanding; Commendable; Above average; Average/ Acceptable; Needs Improvement; Unacceptable; Not applicable.

Areas for evaluation

Interpersonal Relationships

- Promotes positive relations with staff, Directors, members, clients, colleagues, general public.
- Maintains professionalism.
- Interacts with immediate supervisor
- Contributes to a positive work environment.

Job Knowledge

- Applies general and specialized knowledge and skills in the performance of the job.
- Utilizes resources (policy manual, supervisor, peers) appropriately.
- Maintains confidentiality.

Independent action

- Demonstrates initiative.
- Accepts increased responsibility.
- Communication
- Communicates effectively and appropriately with members, colleagues and the public.
- Communicates effectively with staff.
- Perception and Resolution of Situations
- Recognizes and identifies situations or problems which might affect the organization.
- Analyzes and applies appropriate decisions to resolve situations or problems.

Adaptability

- Performs well in difficult situations.
- Adapts to change in a constructive manner.
- Demonstrates flexibility for extra activities and special duties.

Productivity/Performance

- Amount of work completed.
- Understands and follows instructions.
- Completes work as assigned in a systematic and efficient fashion.
- Accomplishes work with minimal errors.
- Completes assignments and documentation as scheduled.
- Accomplishes set goals and objectives.
- Professional/ Job Related Development
- Advances professional/job related knowledge through continuing education and/or professional organizations.
- Maintains and orderly work environment.

Leadership

- Evaluates personnel in a professional and efficient manner on an ongoing and scheduled basis.
- Manages payroll hours effectively.
- Interacts effectively with personnel on a consistent basis.
- Delegates responsibilities appropriately.
- Participates in the development and implementation of organizational goals, standards, policies and procedures.
- Facilitates communication with all levels of staff and Directors.
- Attends board and committee meetings and communicates appropriate information.

Attendance/others

- Stays within standards for unscheduled absenteeism.
- Arrives and leaves at scheduled times; adheres to break and lunch time.
- Dress Code is appropriate.
- Follows safety regulations.
- Adheres to other organizational policies and procedures.

Code of Ethics

Intent

Loyalty to the Board of Director is essential. The ED should never divulge deliberations or decisions made by the Board to any outside body or person before they are made known to the staff or public through agreed-upon channels of communication. The responsibility of the ED is to serve the interests of the Board and the community. When the ED is performing his/her duties on behalf of the ERA the Organization's interests shall prevail.

Contract positions

Programs

Guidelines

Appendices

Employee timesheet

Employee expense sheets