

## Policy Manual

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Policy: **Global Governance Process**

Policy Number: GP

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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On behalf of respiratory therapists in Saskatchewan and in the best interests of the public of Saskatchewan, the purpose of the Council is to see that the Saskatchewan College of Respiratory Therapists achieves appropriate results for the appropriate people at an appropriate cost and that unacceptable actions and situations are avoided in the governance and management of the Saskatchewan College of Respiratory Therapists. This includes assuring that the Saskatchewan College of Respiratory Therapists is fulfilling its mandate as defined in The Respiratory Therapists Act and that the provisions of Bylaws are met.

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Policy: **Governing Style**

Policy Number: GP - 1

Policy type: Governance

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The Council will govern with an emphasis on outward vision, commitment to obtaining community input, encouragement of diversity in viewpoints, strategic leadership, clear distinction of Council and staff roles, collective decisions, and a proactive, future focus. This means the Council will not be preoccupied with the present or past, or with internal, administrative detail.

More specifically, the Council will:

1. Cultivate a sense of group responsibility. The Council, not the staff, will be responsible for excellence in governing. The Council will be an initiator of policy, not merely a reactor to staff initiatives. The Council will use the expertise of individual members to enhance the ability of the Council as a body to make policy, rather than to substitute their individual judgements for the group's values.
2. Direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Council's values and perspectives. The Council's major policy focus will be on the intended long-term impacts outside the operating organization, not on the administrative means of attaining those effects.
3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring the continuity of governance capability. Although the Council can change its governance process policies at any time, it will adhere to them scrupulously while in force.
4. Orient new members to the Council's governance process and periodically discuss process improvement.
5. Not allow any member or committee of the Council to prevent the Council from fulfilling its commitments.

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Policy: **Council Job Contributions**

Policy Number: GP - 2

Policy type: Governance

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Specific job outputs of the Council, are those that ensure appropriate organizational performance.

Accordingly, the Council will concentrate its efforts on the following job “products” or outputs:

1. The link between the organization and the public.
2. Written governing policies which, at the broadest levels, address:
  - 2.1. The Mission, Vision, and Values of the Organization.
  - 2.2. *Executive Limitations*: Constraints on executive authority that establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.
  - 2.3. *Governance Process*: Specification of how the Council conceives, carries out and monitors its own task.
  - 2.4. *Council-Executive Director Relationship*: How power is delegated and its proper use monitored; the Executive Director role, authority, and accountability.
3. Creating a multi-year Strategic plan.
4. Assurance of organizational performance through structured monitoring of the Executive Director as outlined in policies on Council-Executive Director Relationship.
5. Decisions that the Council has prohibited the Executive Director from making by its Executive Limitations policies.
6. The link between the organization and political decision-makers for the purpose of advocacy in appropriate legislation.
7. Link with respiratory therapy equipment and product vendors to consult on product development and education for the purpose of safety of members and the public.

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Policy: **President's Role**

Policy Number: GP - 3

Policy type: Governance

Date Approved: October 5, 2016

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The President assures the integrity of the council's process, and, secondarily, represents the Council to outside parties. The President is the only Council member authorized to speak for the Council (beyond simply reporting Council decisions), other than in specifically authorized instances.

1. The assigned result of the President's job is that the Council behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
  - 1.1. Meeting discussion content will include only those issues that, according to Council policy, clearly belong to the Council to decide or monitor.
  - 1.2. Information that is neither for monitoring performance nor for Council decisions will be avoided or minimized and always noted as such.
  - 1.3. Deliberation will be timely, fair, orderly and thorough, but also efficient and kept to the point.
  - 1.4. The procedural guide in case of dispute shall be the latest edition of Procedure for Meetings and Organization by M.K. Kerr & H.W. King, Carswell Legal Publications, Toronto, 1984, or later editions.
2. The President has authority to make reasonable interpretations of Council policies on Governance Process and Council-Executive Director Relationship, with the exception of (a) employment or termination of an Executive Director and (b) instances where the Council specifically delegates portions of this authority to others.
  - 2.1. The President is empowered to chair Council meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
  - 2.2. The President has no authority to make decisions about policies created by the Council. Therefore, the President has no authority to supervise or direct the Executive Director.
  - 2.3. The President may represent the Council to outside parties in announcing Council-stated positions and in stating President's interpretations within the area delegated to the President (consistent with policies in *Governance Process* and *Council-Executive Director Relationship* areas).
3. The President may delegate this authority, but remains accountable for its use.

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Policy: **Treasurer's Role**

Policy Number: GP - 4

Policy type: Governance

Date Approved: October 5, 2016

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The Treasurer assures the financial integrity of the organization. The Treasurer is responsible to:

1. Collaborate with the Executive Director to create an annual budget.
2. Periodically review the financial income and expenses to ensure financial responsibility.
3. Oversee and participate in the external audit review process.
4. In collaboration with the Executive Director and Bookkeeper, provide Council financial statements at every Council Meeting or at intervals of less than 4 months.
5. Manage long term savings accounts and investments in an approved manner.
6. Manage Executive Director's payroll.
7. Act as a cheque signing officer.

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Policy: **Council and Committee Expenses**

Policy Number: GP - 5

Policy type: Governance

Date Approved: October 5, 2016

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Council and staff members shall be paid an expense allowance for attending Council meetings and other meetings at the direction of Council.

1. Original receipts must be provided. Receipts must include sufficient information to clearly detail the nature of expenses and taxes.
2. **Accommodation:** may claim the equivalent of a standard, non-luxury single hotel room. If staying with a friend/relative, \$30/day may be claimed without a receipt in lieu of hotel expenses.
3. **Airfare:** may claim the actual cost of the most direct route, economy class fare.
4. **Travel insurance:** may claim trip cancellation insurance and travel medical insurance.
5. **Meals:** Per Diem (receipts not required)

Those traveling on SCRT business will be asked to submit reimbursement claims based on the following:

Breakfast	\$10.00
Lunch	\$15.00
Dinner	\$35.00
Incidentals	\$10.00
Total	\$70.00/day

6. **Parking:** may claim hotel, airport and public parking expenses that relate to SCRT business.
7. **Taxis:** may claim taxi expenses that relate to SCRT business.
8. **Rental car:** may claim mid-size economy rental car expenses that are necessary for SCRT business.
9. **Telephone calls:** may claim telephone expenses that relate to SCRT business.
10. **Use of personal vehicle:** may claim travel costs on a per kilometer basis as per the Health Science Association of Saskatchewan.

11. **NOTE:** SCRT will not cover expenses incurred as a result of a collision or other physical damage to personal property including increases to premiums, insurance costs, or deductibles.
  
12. **Non-allowable expenses:** Interest charged on outstanding credit card balances, traffic and parking fines, movies billed to hotel room, alcohol, entertainment, excess baggage fees, costs associated with failure to cancel hotel or travel reservations, expenses for spouse/partner, lost or stolen tickets, cash or personal property, expenses incurred as a result of an accident with personal vehicle, and any other personal or excessive expenditures. SCRT does not reimburse salary.

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Policy: **Code of Conduct**

Policy Number: GP - 6

Policy type: Governance Date Approved: October 5, 2016

Date Revised:

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Ethical, business-like and lawful conduct is expected of the Council and it's Members and includes proper use of authority and appropriate decorum when acting as Council Members. It expects its Members to treat one another and staff members with respect, co-operation and a willingness to deal openly on all matters.

1. Council Members must have loyalty to the public, un-conflicted by loyalties to staff, other organizations or any personal interest as a consumer.
2. Council Members are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Members shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
3. Council Members must avoid a conflict of interest with respect to their fiduciary responsibility.
  - 3.1. There must be no self-dealing or any conduct of private business or personal services between any Council Member and the organization, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise "inside" information. Members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
  - 3.2. When the Council is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.
  - 3.3. Council Members will not use their Council position to obtain employment in the organization for themselves, family members, or close associates. Should a Council member apply for employment, he or she must resign from the Council.
4. Council Members will respect Council confidentiality in accordance with such Council Member's confidentiality agreement all of which are kept at the SCRT office.
5. Council Members shall not attempt to exercise individual authority over the organization.
  - 5.1. Council Members' interaction with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly Council-authorized.

- 5.2. Council Members' interaction with the public, press or other entities must recognize the same limitation and the similar inability of any Council Member(s) to speak for the Council except to repeat explicitly stated Council decisions.
- 5.3. Council members will not evaluate the performance of anyone reporting to the Executive Director. If a Council member has a concern with a staff member, they shall bring it to the attention of the Executive Director.
6. Council Members shall be familiar with the incorporating documents, by-laws, regulations, and policies of the organization as well as the rules of procedure and proper conduct of a meeting so that any decision of the Council may be made in an efficient, knowledgeable and expeditious fashion.
7. Council Members will be properly prepared for Council deliberation.
8. Council Members shall regularly take part in educational activities that will assist them in carrying out their responsibilities.
9. Council Members shall attend meetings on a regular and punctual basis. Absence of a Council Member from more than 3 regular and teleconference meetings per year shall be considered a resignation from the Council. A Member may request reinstatement. The Council may, at its discretion, reinstate a Member upon such a request. Only one such reinstatement per Council Member is permitted.
10. Council Members shall ensure that unethical activities not covered or specifically prohibited by the foregoing or any other legislation are neither encouraged nor condoned.
11. A Council Member who is alleged to have violated the Code of Conduct shall be informed in writing and shall be allowed to present his or her views of such alleged breach at the next Council meeting. The complaining party must be identified. If the complaining party is a Council Member, he or she and the respondent Council Member shall absent themselves from any vote upon resolution of censure or other action that may be brought by the Council. Council Members who are found to have violated the Code of Conduct may be subject to censure.

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Policy: **Investment in Governance**

Policy Number: GP - 7

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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The Council will invest in its governance capacity.

1. Candidates for Council membership shall be provided with information that clearly outlines the role of the Council, the necessary qualifications and the Council's expectations of Council members. Appointing authorities will be provided with information that clearly outlines the Council's approach to governance and desirable characteristics of Council Members.
2. The Council recognizes that continual updating of skills and awareness of new issues are vital to a member's contribution to the Council. Therefore, it is expected that:
  - 2.1. New Council members shall receive a complete orientation to ensure familiarity with the organization's issues and structure, and the Council's process of governance.
  - 2.2. Council members shall have ongoing opportunity for continued training and education to enhance their governance capabilities.
3. Outside monitoring assistance will be arranged so that the Council can exercise sufficient control over organizational performance. This includes, but is not limited to fiscal review.
4. The Council will establish and be accountable for an annual budget for its own governance functions. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability. Council shall determine the funds required annually, prior to the Executive Director's development of the organizational budget. Council's budget shall include, in addition to the costs of Council and Council Committee Meetings, funds for:
  - Council member attendance at conferences and conventions.
  - Improvement of its governance function.
  - Costs of fiscal review and any other outside monitoring assistance required.
  - Costs of methods such as focus groups and surveys to ensure the Council's ability to listen to owner viewpoints and values.
5. The Council will establish governance process policies that will serve as measurable standards against which the Council's performance can be evaluated.
  - 5.1. Under the leadership of the president, at least annually the Council will conduct a self-evaluation. As a result of this evaluation, the Council will establish a governance action plan with specific goals and objectives for improvement of

identified areas

- 5.2. The Council will monitor its adherence to its own Governance Process Policies regularly. Upon the choice of the Council, any policy can be monitored at any time. However, at minimum, the Council will review the policy content every three years and will monitor its own adherence on an annual basis.

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Policy: **Council Linkage with the Public**

Policy Number: GP - 8

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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The mandate of SCRT is to serve and protect the public and to exercise its powers and discharge its responsibilities in the best interest of the public. The objective of the college is to regulate the practice of the profession and govern the members in accordance with The Respiratory Therapists Act and the bylaws. The Council shall be accountable for the organization to the public as a whole.

1. The privilege of self-governance has been granted to the Saskatchewan College of Respiratory Therapists by provincial legislation. This legislation requires the Saskatchewan College of Respiratory Therapists to carry out its activities and govern its regulated members in a manner that protects and serves the public interest. As the representative of the public, the Council is obligated to identify and know what the public wants and needs.
2. When making governance decisions, Council Members shall maintain a distinction between their personal interests as members of the organization's services, and their obligation to speak for others as a representative of the public as a whole.

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Policy: **Council Linkage with Members**

Policy Number: GP - 9

Policy type: Governance

Date Approved: October 5, 2016

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The Council exercises the authority granted by legislation to self-govern the profession of respiratory therapy in the best interests of the public. Council recognizes that in order to exercise this authority on behalf of the profession, it must maintain a special relationship with members.

1. Council shall be aware of the needs and wants of the membership as they relate to the members' ability to safely and effectively practice respiratory therapy.
  - 1.1. Council shall meet with, gather input from, and otherwise interact with the membership to obtain a diversity of perspectives on issues affecting the profession of respiratory therapy. It shall take these perspectives into account when making decisions, provided always that the interests of the public are protected.
2. The Council shall ensure that the respiratory therapy profession is represented on local, and national levels.

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Policy: **Executive Linkage with other Organization's**      Policy Number: GP - 10  
Policy type: Governance      Date Approved: October 5, 2016      Date Revised:

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The Council shall identify other organizations with which it requires good working relationships in order to share and enhance its role in determining the most appropriate Mission, Vision and Values and Strategic Initiatives.

### **1. Relationships With Other Organizations**

1.1. The Council shall establish mechanisms for maintaining open communication with other organizations regarding Mission, Vision, Values and the Strategic Initiatives. Such mechanisms may include, but are not limited to:

1.1.1. Inviting representatives of the Council of those organizations to Council meetings.

1.1.2. Meeting jointly with other Councils on occasion.

### **2. Appointments to External Policy or Advisory Committees**

2.1. Upon request for organizational appointments to external committees concerned with policy level issues, the Council will assess whether such representation is appropriate within the Council's stated policies and current priorities. If this assessment is positive, the Council will appoint appropriate representatives. Issues of confidentiality, information sharing and administrative support shall be clarified for the appointee by the Council President and/or Executive Director.

2.2. The organization's appointee shall provide information reports as appropriate, to be determined by the Council at the time of appointment.

2.3. Since the appointee is representing the Council, the appointee shall be kept informed of current Council policies that might affect deliberations of the Committee in question. Any representations made on behalf of the Council shall adhere to the stated policies of the Council. Any issues requiring the statement of a new policy position on the part of the Council shall be brought to the Council for decision.

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Policy: **Executive Planning Cycle and Agenda Control**      Policy Number: GP - 10  
Policy type: Governance      Date Approved: October 5, 2016      Date Revised:

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To accomplish its job products with a governance style consistent with Council policies, the Council will follow an annual agenda which (a) completes a re-exploration of Mission, Vision and Values annually and (b) continually improves Council performance through Council education and enriched input and deliberation.

1. The Council shall maintain control of its own agenda by developing each year no later than the first quarter of the Council's term of office, an annual schedule which includes, but is not limited to:
  - 1.1. Considered review of the mission, vision and values and strategic plan in a timely fashion which allows the Executive Director to build a budget
  - 1.2. Scheduled time for education related to strategic plan determination (for example, presentations relating to the external environment, demographic information, exploration of future perspectives which may have implications, presentations by advocacy groups, and staff).
  - 1.3. Scheduled time for monitoring of the Council's own compliance with its Governance Process policies, and for review of the policies themselves.
  - 1.4. Scheduled time for monitoring compliance by the Executive Director with Executive Limitations and the strategic plan.
  - 1.5. Scheduled time for education about the process of governance.
2. Based on the outline of the annual schedule, the Council delegates to the President the authority to fill in the details of the meeting content. The detailed agenda shall be prepared jointly by the Council President and the Executive Director.

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Policy: **Governance Succession Planning**

Policy Number: GP - 12

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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In keeping with the Council's commitment to excellence in governance, the Council shall strive to solicit for positions on the Council candidates who have characteristics that will enable them to govern, not to manage, the organization. These characteristics include:

1. Understanding the self-regulatory role and the mandate of the organization.
2. Ability to think in terms of systems and context — to see the big picture.
3. Interest in and capability to discuss the values underlying the actions taken in the organization, and to govern through the broader formulations of these values.
4. Willingness to delegate the operational detail to others.
5. Ability and willingness to deal with vision and the long term, rather than day-to-day details.
6. Ability and willingness to participate assertively in deliberation, while respecting the opinions of others.
7. Willingness and commitment to honour Council decisions.
8. Commitment not to make judgments in the absence of previously stated criteria.

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Policy: **Rules of Order for Council Meetings** Policy Number: GP - 13  
Policy type: Governance Date Approved: October 5, 2016 Date Revised:

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Council meetings will be conducted in an orderly, effective process, led and defined by the chair.

1. All by-law obligations respecting council meetings must be satisfied.
2. Council meetings shall be called to order at the time specified in the notice of meeting and upon satisfaction of quorum.
3. Meeting order and decorum shall be maintained and all members treated with dignity, respect, courtesy, and fairness during discussion and debate and in all other respects.
4. Council members must keep their comments relevant to the issue under consideration.
5. Council meetings will be conducted at a level of informality considered appropriate by the chair, including that discussion of a matter may occur prior to a proposal that action be taken on any given subject.
6. Proposals that the Council take action, or decide a particular matter, shall (unless otherwise agreed to by unanimous consent) be made by main motion of a Council member, discussed, and then voted on. Motions require a second to proceed to discussion and subsequent vote.
  - 6.1. The chair of the Council may not to the same extent as any board member, make motions, engage in debate, or vote on any matter to be decided, except to change the outcome of a decision in a tied vote.
  - 6.2. A motion to amend a main motion may be amended but third level amendments are out of order.
  - 6.3. A motion to refer to a committee, postpone, or table, may be made with respect to a pending main motion, and if carried shall set the main motion (the initial proposal) aside accordingly.
7. Council members may speak to a pending motion on as many occasions, and at such length, as the chair may reasonably allow.
8. A vote on a motion shall be taken when discussion ends but any Council member may, during the course of debate, move for an immediate vote (close debate) which, if carried, shall end discussion and the vote on the main motion shall then be taken.
9. A majority vote will decide all motions before the Council excepting those matters in

the by-laws which oblige a higher level of approval.

10. A motion to adjourn a Council meeting may be offered by any Council member or, on the conclusion of all business, adjournment of the meeting may be declared by the chair.
11. A Council member may request to have his or her vote on the record.
12. When further rules of order are to be developed by Council, the Council will consider the Procedure for Meetings and Organization by M.K. Kerr & H.W. King, Carswell Legal Publications, Toronto, 1984, or later editions as a resource guide.

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Policy: **In Camera Meetings**

Policy Number: GP - 14

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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Council may exclude the public from a meeting if it considers it necessary to protect the interests of the public or a person and the desirability of avoiding disclosure outweighs the desirability of public disclosure of the information. Council members shall maintain confidentiality when it considers it necessary to protect the interests of the public or a person and the desirability of avoiding disclosure outweighs the desirability of public disclosure of the information. Council members shall maintain confidentiality respecting all discussions undertaken by the Council in camera.

1. Items discussed in-camera are items of a confidential nature, disclosure of which could reasonably be expected to be harmful to:
  - Personal privacy of staff or clients, including human resource issues;
  - Individual or public safety;
  - Business interests of a third party;
  - Financial or economic interest of the Council and its affiliates, including local public body confidences;
  - The integrity and security of computer systems;
  - The integrity and protection of security systems.
2. Also to be considered in-camera are:
  - Litigation matters and solicitors' legal advice.
3. Items that may be considered in-camera include:
  - Planning sessions involving the whole Council in the development of a position or a policy;
  - Internal governance matters of the Council;
  - Property acquisitions or disposals;
  - Drafts of resolutions, bylaws or other legal instruments such as rules and regulations.
  - Items determined appropriate for in-camera by a majority vote of Council
4. The council determines attendance at in-camera sessions.
  - 4.1 All Council members with the exception of those who are deemed to be in conflict of interest as defined in GP-7 shall be included.
  - 4.2 Exclusion or inclusion of anyone at an in-camera session is determined by a majority vote of Council as a whole.
  - 4.3 The Executive Director shall attend all in-camera meetings, except where issues of his/her performance or compensation are being discussed, at

which time he/she may be excluded from the proceedings at the direction of the Chair.

- 4.4 Staff will be included in-camera discussions at the discretion of the Executive Director, only with the permission of the Chair. They will normally be excluded only when issues of performance or remuneration of the Executive Director are under discussion.
- 4.5 The Council Recording Secretary will be in attendance at all in-camera sessions at the discretion of the Chair. If the Recording Secretary is excluded, the Chair shall appoint a Council member to maintain minutes of the session.

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Policy: **Handling of Operational Complaints**

Policy Number: GP - 15

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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To ensure that Council fulfils its accountability to the public, but does not interfere in matters it has delegated to the Executive Director, the following process shall be followed in the case of a council member receiving a complaint regarding an operational matter.

1. The Council Member shall inquire if the proper internal communication protocol for registering concerns has been followed. If not, the individual shall be directed to the appropriate person, and the Council Member shall take no further action.
2. The Council Member shall not offer any evaluative comments or solutions.
3. If the internal protocol has been followed and the concern has not been resolved through that action, the Council Member shall explain to the individual that Council has delegated certain responsibilities to the Executive Director, and that Council holds the Executive Director accountable. Indicate that the Executive Director will be asked to ensure that the matter is looked into and respond directly.
4. The Council Member shall inform the Executive Director or individual designated by the Executive Director of the complaint, and request that it be handled.

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Policy: **Global Council – Executive Director Relationship**      Policy Number: CE  
Policy type: Governance      Date Approved: October 5, 2016      Date Revised:

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The Council's main connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled Executive Director.

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Policy: **Unity of Control**

Policy Number: CE - 1

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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Only officially passed motions of the Council are binding on the Executive Director.

1. Decisions or instructions of individual Council members, officers, or committees are not binding on the Executive Director except in rare instances when the Council has specifically authorized such exercise of authority.
2. In the case of Council members or committees requesting information or assistance without Council authorization, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time or funds or are disruptive.
3. Only the Council acting as a body can employ, terminate, discipline, or change the conditions of employment of the Executive Director.

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Policy: **Accountability of the Executive Director**

Policy Number: CE - 2

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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1. The Council will never give instructions to persons who report directly or indirectly to the Executive Director if the area of instruction falls inside of the Executive Director's organizational responsibilities.
2. The Council will refrain from evaluating, either formally or informally, any staff other than the Executive Director. If Council has a concern with a staff member, they shall bring it to the attention of the Executive Director.
3. The Council will view Executive Director performance as identical to organizational performance, so that organizational accomplishment of Council in the stated Strategic plan and compliance with Executive Limitations will be viewed as successful Executive Director performance. Therefore the Executive Director's job contributions shall be accomplishment of the Strategic plan while maintaining compliance with the Executive Limitations.

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Policy: **Delegation to the Executive Director**

Policy Number: CE - 3

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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The Council will instruct the Executive Director through a strategic plan and describe organizational situations and actions to be avoided, allowing the Executive Director to use any reasonable interpretation of these policies.

1. The Council will develop a multi-year strategic plan instructing the Executive Director to achieve certain results.
2. The Council will develop policies that limit the latitude the Executive Director may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.
3. As long as the Executive Director uses *any reasonable interpretation* of the Council's Strategic plan and Executive Limitations policies, the Executive Director is authorized to establish all further operational procedures, make all decisions, take all actions, establish all practices and develop all activities.
4. The Council may change its Executive Limitations policies, thereby shifting the boundary between Council and Executive Director domains. By doing so, the Council changes the latitude of choice given to the Executive Director. But as long as any particular policy is in place, the Council will respect and support the Executive Director's choices. This does not prevent the Council from obtaining information from the Executive Director about the delegated areas, except for confidential data.

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Policy: **Monitoring Executive Director Performance** Policy Number: CE - 4  
Policy type: Governance Date Approved: October 5, 2016 Date Revised:

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Systematic and rigorous monitoring of Executive Director job performance will be solely against the expected Executive Director job outputs: organizational accomplishment of strategic plan and organizational operation within the boundaries established in Executive Limitations.

1. The purpose of monitoring is simply to determine the degree to which Council policies are being fulfilled. Only information that does this will be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of Councils time so that meetings can be used to create the future rather than to review the past.
2. A given policy may be monitored in one or more of three ways:
  - a. Internal report: Disclosure of compliance information by the Executive Director, along with his or her explicit interpretation of Council policy, and justification for the reasonableness of interpretation
  - b. External report: Discovery of compliance information by an impartial, external auditor, inspector or judge who is selected by and reports directly to the Council. The external party will first be provided with the Executive Director's explicit interpretation of the policy and justification for the reasonableness of interpretation. The report must assess the reasonableness of the interpretation of Council policy, and compliance with it. The basis for assessment is *not* the standards of the external party, unless the Council has previously indicated that party's opinion to be the standard.
  - c. Direct Council Inspection: Discovery of compliance information by a designated Council member, a committee or the Council as a whole. This is a Council inspection of documents, activities or circumstances directed by the Council that assesses compliance with policy, with access to the Executive Director's justification for the reasonableness of his/her interpretation. Such an inspection is only undertaken at the instruction of the Council, and with the Executive Director's knowledge.
3. In every case, the standard for compliance shall be *any reasonable Executive Director interpretation* of the Council policy being monitored. The Council is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than interpretations favoured by Council members or even the Council as a whole.

4. Upon the choice of the Council, any policy can be monitored by any of the above methods at any time. For regular monitoring, however, each strategic initiative and *Executive Limitations* policy will be classified by the Council according to frequency and method.
5. A formal evaluation of the Executive Director by the Council will occur annually, based on the achievement of the Council's strategic plan, and non-violation of its *Executive Limitations* policies. This formal evaluation will be conducted by cumulating the regular monitoring data provided during the year and the Council's recorded acceptance or non-acceptance of the reports, and identifying performance trends evidenced by that data.

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Policy: **Executive Director Employment Compensation** Policy Number: CE - 5  
Policy type: Governance Date Approved: October 5, 2016 Date Revised:

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The SCRT Councils' employment practices will be in keeping with current provincial and federal labour standards and other relevant legislation. The Council will employ and promote a person to the Executive Director position without regard to race, nationality, religion, colour, ethnic or national origin, sex, age, marital status, family status, political beliefs or handicap. Hiring practice will also consider the qualifications that Council believes to be appropriate for the position.

The Executive Director compensation will be decided by the Council as a body and based on organizational performance and consideration of the following criteria outlined below.

1. The organizational performance will be only that performance revealed by the monitoring system to be directly related to criteria given by the Council in policy.
2. Compensation will cover the entire range of salary, benefits, and all other forms of compensation.
  - 2.1. Council will periodically survey equivalent positions within similar organizations of comparable size to help determine an appropriate level of compensation.
3. In addition to acceptable performance, compensation will take into account the market, cost of living, and ability of the organization to pay.

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Policy: **General Executive Constraint**

Policy Number: EL

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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The Executive Director shall not cause or allow any practice, activity, decision or organizational circumstance which is either imprudent, illegal, or in violation of commonly accepted business and professional ethics.

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**Policy: Treatment of Staff and Volunteers**

Policy Number: EL - 1

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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The Executive Director shall not cause or allow working conditions for staff or volunteers that are unfair, undignified, unsafe, disorganized, or unclear and not in accordance with Saskatchewan Labour Laws.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Allow hiring practices that result in a real or perceived conflict of interest in any reporting relationship.
2. Operate without written human resource policies that clarify expectations and working conditions for staff, provide for effective handling of grievances, and protect against wrongful conditions.
3. Act against any staff, volunteer or member for respectfully disagreeing or constructively bringing forward ideas for discussion that may differ from that of the Executive Director.
4. Allow staff or volunteers to be unprepared to deal with emergency situations.

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Policy: **Financial Planning**

Policy Number: EL - 2

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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The Executive Director shall not permit planning that allocates resources in a way that deviates materially from the Council-stated strategic plan, that risks fiscal jeopardy or that does not consider the longer-term ability of the association.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Operate without a multi-year work plan that can be expected to achieve a reasonable interpretation of the strategic plan.
2. Permit planning to omit regular analysis of strengths, weaknesses, opportunities, and threats, including external environmental issues, which may impact the organization's short and long-term future.
3. Permit budgeting for any fiscal period or the remaining part of any fiscal period that is not derived from the strategic plan.
4. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
5. Permit financial planning that does not provide the amount determined annually by the Council for the Council's direct use during the year, such as costs of fiscal audit, Council development, Council and committee meetings, and Council legal fees.
6. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve the mission and vision in future years.
  - 6.1 Permit the organization to be without current information about Executive Director and Council issues and processes for the competent operation of the organization to continue in the event of sudden loss of Executive Director services.

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Policy: **Financial Condition**

Policy Number: EL - 3

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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With respect to the actual, ongoing financial conditions and activities, the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Council priorities established in the strategic plan.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Expend more funds than have been received for the fiscal year.
2. Use any long-term reserves.
3. Use the legal fund.

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Policy: **Asset Protection**  
Policy type: Governance

Policy Number: EL - 4  
Date Approved: October 5, 2016      Date Revised:

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The Executive Director shall not allow assets to be unprotected, inadequately maintained or unnecessarily risked.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Permit the organization to be without adequate insurance against theft, fire and casualty losses
2. Permit the Council Members, staff and individuals engaged in activities on behalf of the organization, or the organization itself to be without adequate liability insurance.
3. Unnecessarily expose the organization, its Council Members or staff to claims of liability.
4. Receive, process or disburse funds under controls insufficient to meet the Council-appointed auditor's standards.
5. Cause or allow buildings and equipment to be subjected to improper wear and tear or insufficient maintenance.
6. Make purchases without due consideration to quality, after-purchase service, value for dollar, and opportunity for fair competition. Orders shall not be split to avoid these criteria. The Executive Director shall not:
  - 6.1. make any purchase wherein normally prudent protection has not been given against conflict of interest.
  - 6.2. make any purchase of over \$500 and up to \$2000 without having obtained comparative prices and quality.
  - 6.3. make any purchase of over \$2000 without a stringent method of assuring the balance of long term quality and cost.
7. Compromise the independence of the Council's audit or other external monitoring or advice. Engaging parties already chosen by the Council as consultants or advisers is unacceptable.
8. Operate without adequate safeguards to protect intellectual property, information and files from loss or significant damage.
7. Endanger the organization's public image, credibility, or its ability to accomplish its Mission and Vision.



9. Change the organization's name or substantially alter its identity in the community.
10. Create or purchase any subsidiary corporation.

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Policy: **Treatment of Members and Public**

Policy Number: EL - 5

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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The Executive Director shall not cause or allow conditions, procedures or decisions that are unsafe, disrespectful, or unnecessarily intrusive, or that are inconsistent with enforcement of The Respiratory Therapists Act governing the practice of respiratory therapy, regulations under the Act, and any further Council interpretation of the Act in its Bylaws or Policies.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Permit members to be without easy access to clear information about the privileges and responsibilities of membership.
2. Use methods of collecting, reviewing, storing or transmitting member information that fails to protect against improper access to the information elicited.
3. Operate without a process to ensure that individual and group comments and complaints are responded to fairly, consistently, respectfully, and in a timely manner.
4. Operate without ensuring that all Statutory Committees required in legislation have been formed and operate consistently with requirements of the legislation.
5. Apply the legislation in a manner inconsistent with due process and the duty of procedural fairness.
6. Allow the office to operate without the presence of at least one staff member to be in the office premises during normal business hours for a standard week of no less than one day per normal business week with regard to Saskatchewan labour laws and statutory holiday observances except for extraordinary Association business purposes or unforeseen events including but not limited to sickness, family leave or natural disaster.

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Policy: **Compensation and Benefits**

Policy Number: EL - 6

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the Executive Director shall not cause or allow jeopardy to fiscal integrity or public image.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Change his/her own compensation and benefits.
2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
3. Create obligations over a longer term than revenues can be safely projected.

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Policy: **Communication and Support to the Council**

Policy Number: EL - 7

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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The Executive Director shall not permit the Council to be uninformed or unsupported in its work.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Allow the Council to be without adequate information to support informed Council decisions.
2. Neglect to submit the monitoring data required by the Council (see policy on Monitoring Executive Performance) in a timely, accurate and understandable fashion.
3. Let the Council be unaware of any actual or anticipated non-compliance with the strategic plan or Executive Limitations policy, regardless of the Council's monitoring schedule.
4. Let the Council be unaware of any incidental information it requires, including anticipated media coverage, threatened or pending lawsuits, and material or publicly visible external and internal changes or events, including changes in executive personnel.
5. Allow the Council to be unaware that, in the Executive Director's opinion, the Council is not in compliance with its own policies on Governance Process and Council–Executive Director Relationship, particularly in the case of Council behaviour that is detrimental to the work relationship between the Council and the Executive Director.
6. Present information in an untimely manner, in unnecessarily complex or lengthy form, or in a form that does not clearly differentiate among monitoring, decision preparation, and general incidental or other information.
7. Allow the Council to be without a workable mechanism for official Council, officer or Council committee communications.
8. Deal with the Council in a way that favours or privileges certain Council members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Council.

9. Allow the Council to be without reasonable administrative support for Council activities.
10. Neglect to provide Council members available documentation needed to be considered at a Council meeting at least 5 days in advance of the meeting date.

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Policy: **Development of Standards**

Policy Number: EL - 8

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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The Executive Director shall not develop or change standards governing practice that cannot be adequately defended, or are inconsistent with the legislated mandate of SCRT.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Develop standards that are inconsistent with evidence-based practices.
2. Develop standards that would result in resistance among any segment of the membership because their input had been ignored.
3. Develop standards that would interfere with the ability of the profession to work productively with other professions with which it is important to maintain productive relations, unless it is necessary to protect the public interest.
4. Neglect to advise the Council if there are contentious issues related to the proposed standard.
5. Implement a standard prior to Council approval.

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Policy: **Amendments to Act or Bylaws**

Policy Number: EL - 9

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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When preparing options for Council's decisions regarding Regulations under the Act regulating respiratory therapists, or Council Bylaws, the Executive Director shall not prepare such options without obtaining Council's values regarding the initial direction, and the final approval of amendments by Council.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Develop Bylaws, or propose amendments to the Act or Regulations, without involving Council in an initial discussion of options, nor develop amendments that are inconsistent with the direction indicated by Council.
2. Neglect to obtain appropriate legal advice where required.
3. Develop content inconsistent with any legislated requirement.
4. Neglect to advise Council if there are any changes in the assumptions under which the initial position was developed, or if there are legal or governmental obstacles to proceeding with that position.
5. Neglect to maintain a cumulative record of Council decisions regarding positions during development or amendment of the Act or Regulations, and provide a current copy of this record to Council at each meeting
6. Submit the final version of proposed amendments to Acts or Regulations to the government, nor proposed amendments to Bylaws to membership, prior to Council approval.

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Policy: **Fees**

Policy Number: EL - 10

Policy type: Governance

Date Approved: October 5, 2016

Date Revised:

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The Executive Director shall not cause or allow unfair or inconsistent administration of fees to members.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Change membership fees.