



Policy BOD-001
Board Recruitment / Orientation

Effective Date: Apr 1, 2015

Board Approved: Mar 26, 2015

Review after 2 years

Fort McMurray SPCA Board of Directors

Recruitment & Orientation Package

March 2015

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INTRODUCTION

The Fort McMurray Society for the Prevention of Cruelty to Animals (FMSPCA) is a non-profit organization governed by a Board of Directors ('the Board'). Board members are elected on a staggered two-year term (i.e. half of the Board are elected on odd years and half on even years). As the governing body, the FMSPCA Board is responsible for the overall direction of the FMSPCA as well as the effective and efficient operation of the Organization through its Executive Director. To this end, it is the responsibility of the Board to recruit potential new Board members and provide these members with a meaningful orientation of Board roles and functions.

OVERVIEW OF THE FMSPCA ORGANIZATION

The FMSPCA is a non-profit charitable organization established in 1978 under the *Alberta Animal Protection Act*. As such, the FMSPCA provides advocacy and care for surrendered, neglected, abandoned, and abused animals within the Regional Municipality of Wood Buffalo. The FMSPCA shelters over 600 companion animals each year with the goal of finding every adoptable animal a safe and loving "forever" home by way of providing assessment, treatment and care so that animals and potential adopters are successfully matched. Humane education, wellness and support services are also provided under our umbrella of programs to promote responsible pet ownership and owner retention.

Our Mission

With the support of our community, the FMSPCA educates, serves and inspires compassion in the treatment of animals by modeling best practices in all aspects of animal welfare.

Our Belief Statements

1. We believe we all share in the responsibility to take a stand and be the voice for animals – a vulnerable segment of our society.
2. We believe our no-kill philosophy and practice gives every animal a right to life.
3. We believe in fostering meaningful relationships that are built on honesty, trust and transparency with our partners, supporters and the community at large.
4. We believe that as a safe haven providing medical intervention, emotional stimulation and love – we give animals the best chance of finding a forever home.
5. We believe that providing a safe haven gives animals the best chance of finding their forever home.
6. We believe that the dignified and respectful treatment of all animals is a community responsibility.
7. We see ourselves as partners with all communities within our region, as well as like-minded organizations, in keeping all animals safe.

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8. We believe in order to create a region that honors these basic rights and expectations that appropriate supportive local, provincial and federal legislation is necessary.
9. We believe in building and fostering healthy relationships both with people and animals regardless of their needs and using our platform as a leader to advocate for the community.

NOMINATIONS COMMITTEE

The Board shall appoint a Nominating Committee. The task of the Nominating Committee shall be to nominate persons for election to the Board.

The Nominating Committee shall consist of three (3) members appointed at any Board Meeting no less than two months prior to the Annual General Meeting.

The Nominating Committee shall prepare a list of persons who are members of the Fort McMurray Society for the Prevention of Cruelty to Animals for election to the Board in accordance with, and as outlined in, the current Bylaws of the FMSPCA.

BOARD OVERVIEW

The FMSPCA is governed by a volunteer board, consisting of 10 members, of which 4 are executive roles. The board functions as a “policy governing board”.

The Legal Responsibilities of Boards

The board of directors of an incorporated non-profit organization, as such the FMSPCA, is legally responsible for the actions of the Organization, including those of its employees and volunteers. The Organization may be liable (subject to a penalty) if something goes wrong. The board members themselves may be liable if it can be shown that the board itself was negligent. The board must therefore demonstrate “due diligence” with respect to the following areas of responsibility.

Fiscal Responsibility: The board must insure that the organization operates in a financially responsible manner. This includes:

- Assist in developing a financial budget and monitoring financial performance relative to that budget;
- Avoiding a deficit that could put the Organization’s sustainability in jeopardy;
- Insuring the collection and remittance of required payroll deductions (income tax, EI and CPP);
- Insuring that none of the resources of the organization is used for the personal gain of officers and directors; and
- Maintaining financial records of a quality to allow for financial auditing by a recognized chartered accountant.

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Board education: The Board must have a good understanding of how to interpret the organization’s financial statements, the kind of governance policies it requires, and how to assess the level of risks the organization faces in its day-to-day activities and long-term planning.

By-laws and policies: The Board must insure that it follows the by-laws with which it was incorporated (as may be amended from time to time through the General Membership) and direct operations by setting governance policies that give directions on how the organization will conduct itself

Contracts: The Board must have a full understanding of the organization’s major contractual obligations, especially to funders, and monitor the organization’s compliance with them.

Statutory responsibility: The organization is required to obey all laws relating to individuals and employers. Boards themselves or their primary “agent”, the organization’s Executive Director, must be familiar with the provincial labour standards, human rights and occupational health and safety legislation. In addition, there is a need to be familiar with additional federal and provincial laws and regulations such as the Criminal Code of Canada and the Alberta Animal Protection Act. Acquiring and maintaining non-profit incorporation and charitable status as well as certain fundraising practices are also subject to applicable legislation.

Standard of care: The Board must insure that policies and practices are in place to reduce the risk of harm to its employees, volunteers and clients as well as to those animals under our care.

Monitoring of performance: The board must spend time monitoring what the organization is doing. Monitoring primarily involves:

- The regular review of income and expenditures;
- An annual review or independent audit of financial results (financial statements);
- Reviewing reports of monthly activities (ie. monthly Executive Director operational report); and
- Monitoring the implementation of key governance policies.

Evidence of the board of directors monitoring work is reflected in the minutes of its meetings. While minutes need not be extremely detailed, they must be complete and maintained in a safe place.

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DUTIES/RESPONSIBILITIES OF A DIRECTOR

As a Board Director your duties and responsibilities will include:

- Appropriate preparation and active participation (including consistent attendance at regular board meetings)
- Approve, where appropriate, policy and other recommendations received from the Board, its standing committees and Executive Director;
- Monitor all Board governance policies;
- Review the bylaws and policy manual, and recommend bylaw changes to the general membership;
- Review the Board's structure, approve changes, and prepare necessary bylaw amendments where appropriate;
- Approve the Annual Operating Budget;
- Support and participate in annually evaluating the Executive Director;
- Assist in developing and maintaining positive relations among the Board, committees, staff members, volunteers, donors, supporters and community at large;
- Be familiar with the mandate, bylaws and policies of the FMSPCA;
- To respect identified spokespeople of the Organization (i.e. President, Executive Director or an assign) and ensure that the board speaks in one voice outside the boardroom;
- Participate in a minimum of one committee; and
- Active participation in the fund-raising activities of the organization in a manner appropriate for that Board Director and at a level of effort commensurate with other members of the Board.

BOARD CANDIDATES

We are looking for several strong community leaders, along with our Executive Director, who can:

- build and strengthen the processes and systems of our organization;
- work on our marketing and communications plans and delivery that will assist in bringing awareness and support to our programs and operations; and
- create and implement fund development strategies.

Thus, the FMSPCA seeks board members who:

- understand and support the Mission and Belief Statements of the FMSPCA;
- can play an active and effective role on the FMSPCA Board;
- support the FMSPCA fundraising efforts;
- accept the FMSPCA Standards of Excellence; and
- have demonstrated a commitment to improving the welfare and success of non-profit organizations.

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Additionally, Board candidates must be cognizant of the unique and complementary roles the Board plays in serving the needs of the FMSPCA.

In evaluating candidates for Board membership, the following criteria are considered. These criteria along with board diversity are given considerable weight in the selection process.

Functional Expertise:

- demonstrated ability to take on a leadership role
- area of capacity - building interest/expertise
- past experience in the capacity building field
- understanding of non-profit organizations
- prior non-profit or association board experience

Governance/Management Expertise:

- demonstrated interest in advancing the FMSPCA mission, programs, and membership
- values are consistent with the FMSPCA belief statements
- recognition of fiduciary responsibility of the FMSPCA
- availability and flexibility to participate and commit time (minimum of 4-12 hours per month)

Resource Development:

- able to secure financial and other resources for the organization
- connected to resources and/or opportunities in the external environment

Personal Qualities

- Results oriented
- Visionary thinker (strategic thinking / planning skills)
- Strong problem solving / decision-making skills
- Open minded
- Team player
- Ethics / integrity
- Strong interpersonal and communication skills



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APPENDIX 1: APPLICANT PERSONAL INFORMATION

The Fort McMurray Society for the Prevention of Cruelty to Animals (FMSPCA) Board of Directors invites you to express your interest in serving on the board of directors by responding to the questions below, submitting a letter of interest and resume to:

Tara Clarke, Executive Director, (780) 743-8997 extension 5 or ed@fortmcmurrayspca.ca

For more information about how you could contribute to the Fort McMurray SPCA Board of Directors visit our website at <http://www.fortmcmurrayspca.ca> for general information (including the Bylaws)

Date Submitted:	<i>Date Contacted: (Office Use Only)</i>
Date of Birth (dd/mm/year):	
Full Name (Please Print):	
Current Employer:	
Position Held:	
# of years in position:	
Preferred Mailing Address	
Street:	
City:	Postal Code:
Preferred Telephone	
Daytime:	
Cell:	



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Primary Email:

Secondary Email:

Are you currently serving as a Board member of another organization? If yes, please provide the name of the organization(s) and the year your term ends.

Provide the names of past organizations you have served in a Board capacity.

Organization	Role/Title	Dates of Service
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List examples of other organizations you have experience with

Please list any groups, organizations and/or companies you could facilitate a partnership with.



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Skills and Knowledge: What can you contribute? *(Please check the best suited box)*

	No	Yes	Very Experienced	Some Experience	Little or No Experience
Community Leader					
Board Recruitment					
Small Business (limited Cottage Industry Project)					
Corporate / Business Leadership					
Diversity (Multicultural)					
Financial Management (non/social-profit)					
Human Resources					
Fundraising / Fund Development					
Government Links					
Legal Expertise					
Marketing					
Business/Operating Controls					
Community Development					
Public Relations / Communications					
Education					
Special Events					
Strategic Planning					
Health Services Sector					
Animal Welfare Advocacy					



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Please list any additional skills, attributes and qualifications beneficial to the Board.

Please list your professional certifications and formal education

Relevant personal professional association memberships

How would this particular organization benefit by your involvement in the Board.

Optional: List and awards or honours you may have received.

I agree to following by signature below that:

- I have the support of, my employer, and I have checked to ensure there are no company policies that preclude me from serving on the Board; and
- I agree to the above time commitment and duties/responsibilities and have attached a brief letter of interest and resume to this application

X

Applicant Signature

Date

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APPENDIX 2: BOARD COMMITTEES

1 - FINANCE COMMITTEE

Position: Finance Committee Member

Purpose

The purpose of the Finance Committee along with the Executive Director is to monitor significant financial planning, management and reporting matters of the Organization, and make recommendations and deliver reports to the Board of Governors, and serve as the Board's audit committee.

Term

1-2 years

Composition

The Finance Committee is comprised of the Treasurer, one to three additional board members.

Accountability and Transparency

The Committee shall report its discussions to the Board by maintaining minutes of its meetings and providing an oral report at the next Board meeting.

General Duties

A Finance Committee Member is fully informed on organizational financial matters, and participates in the deliberations and discussion in matters that will be presented to the board for decision.

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2 – HUMAN RESOURCE COMMITTEE

Position: Human Resource Committee Member

Purpose

The purpose of the Human Resources Committee (the “Committee”) is to assist the Board of Directors (the “Board”) in fulfilling its obligations relating to human resource and compensation matters; working with the Executive Director to establish a plan of continuity and development of senior management; and to oversee the development and implementation of human resource strategy, policy and practices.

Term

1-2 years

Composition

The Human Resource Committee is comprised a minimum of three board members.

Committee Outcomes

Outcomes of the Human Resource Committee include; recruitment and retention strategies implemented based on best practices.

Accountability and Transparency

The Committee shall report its discussions to the Board by maintaining minutes of its meetings and providing an oral report at the next Board meeting.

General Duties

An HR Committee Member is fully informed on organizational HR matters, and participates in the deliberations and discussion in matters that will be presented to the board for decision.

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3 - FUND DEVELOPMENT AND MARKETING COMMITTEE

Position: Fund Development and Marketing Committee Member

Purpose

The purpose of the Fund Development and Marketing Committee (the “Committee”) is to assist the Board of Directors (the “Board”) in fulfilling its obligations relating to Fund Development and Marketing; working with the Executive Director to work to promote the organization and oversee and support implementation of the fund development plan to support the financial outcomes of the organization.

Term

1-2 years

Composition

The Fund Development and Marketing Committee is comprised a minimum of three board members.

Committee Outcomes

Outcomes of the Fund Development and Marketing include; review and support promotion of the organization, engage in awareness and fundraising campaigns, branding and review and evaluate appropriate policies and procedures.

Accountability and Transparency

The Committee shall report its discussions to the Board by maintaining minutes of its meetings and providing an oral report at the next Board meeting.

General Duties

An Fund Development and Marketing Committee Member is fully informed on organizational Fund Development and Marketing matters, and participates in the deliberations and discussion in matters that will be presented to the Board for decision.

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APPENDIX 4: BOARD EXECUTIVE JOB DESCRIPTIONS

PRESIDENT

The President is the spokesperson along with the Executive Director for the FMSPCA and provides leadership to the Board, staff, and members.

Responsibilities:

- Chairs meetings of these types: board, general, and annual general.
- Ensures that all orders and resolutions of the Board are carried into effect
- Participates in the hiring and performance review of the Executive Director
- Maintains regular contact with Executive Director between Board meetings
- Represents the FMSPCA to the community and stakeholders
- Votes only in the event of a tie.
- Makes sure decisions made by the Board are informed and that every Board member gets an opportunity to speak to a decision.
- Is an ex-officio on all committees (as a minimum)
- Ensures Board is effective through regular period evaluations
- Signatory designation for FMSPCA finances and government / private funding sources

VICE-PRESIDENT

The Vice-President takes on the President's responsibilities in her or his absence. The Vice-President is Chairperson for designated committees of the Board.

Responsibilities:

- The Vice President shall be vested with all the powers and shall perform all the duties of the President in the absence of the latter, and shall perform such other duties as may be prescribed by the Board President
- Chairs board meetings and Annual General meeting in the President's absence.
- Chairs, at a minimum one major Board committee.
- Signatory designation for FMSPCA finances and government / private funding sources

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TREASURER

The Treasurer is responsible for the accuracy of the books of account and other financial records and for maintaining an overview of the Society's finances. The Treasurer chairs the Finance Committee and Fund Development Committees of the Board.

Responsibilities:

- Chairs the Finance Committee
- Has the care and custody of the funds and securities of the FMSPCA, and as such ensures accurate records are kept of all financial transactions
- Prepares a draft of the annual budget with the Senior Administration
- Monitors payment disbursements
- Reports at each board meeting on the financial affairs of the FMSPCA and makes recommendations for adjustments as required
- Meets regularly with Executive Director
- Signs monthly bank reconciliation
- Recommends auditor
- Reviews annual audit
- Signatory designation for Society finances and Government / Private funding sources
- Note: the FMSPCA utilizes either staff or contract resources to prepare the financial records for review.

SECRETARY

The Secretary maintains the Board of Director's and the Society's corporate records and is responsible for ensuring that meeting minutes are taken, distributed, signed and kept on file.

The Secretary may also take care of correspondence that is related to board activity.

Responsibilities:

- Reviews or records minutes of all board meetings and general meetings
- Prepares agenda for board meetings and general meetings
- Keeps a record of board attendance at each meeting
- Signs and files all minutes, once approved, in the minute book
- Keeps a duplicate copy of the minutes
- Keeps correspondence specific to the board of directors
- Record of the minutes is part of the public record of the organization and should be available for viewing by members upon request.
- Note: the FMSPCA utilizes an online resource to hold records of the board, which are generally available to board members and the Executive Director.

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APPENDIX 4: FMSPCA PROGRAMS & SERVICES

The Fort McMurray SPCA not only provides care and a second chance to companion animals in our region. The organization also provides support and resources to pet owners including; access to our dog park, a pet food bank for families who need a helping hand, training opportunities, pet care supply boutique, and animal surrender services for those families whose circumstances have changed and can no longer care for their pet. The FMSPCA also works to ensure our neighborhoods are safe and that all companion animals are treated humanely by fostering meaningful relationships, providing medical intervention, partnering with all communities within the region and promoting the human/animal bond.

The FMSPCA strives to meet the needs of an ever expanding community by providing programs and services that both enrich and safe guard the public. The FMSPCA has developed a number of innovative programs, services and initiatives including:

- 1) **ANIMAL SAFETY AND AWARENESS PROGRAM:** ASAP takes a humane education approach by encouraging kindness to animals resulting in more kindness to people, animals and the environment. Humane education incorporates students' relationships with other species and the earth we share, thus providing a unique point of reference for reflection on one's place in the world. ASAP addresses a number of topics including animal safety and bite prevention as well as kindness, care and wellness of animals. The ASAP program is facilitated in a classroom setting by SPCA representatives and members of the RCMP Community Policing Unit. Grade 3 students who successfully complete the 3 one hour workshops are named Junior Animal Ambassadors receiving a certificate and the mandate to promote kindness and care of domestic animals to siblings, peers and the community.

- 2) **NINE LIVES:** Provides companionship for the elderly and a home for senior felines that have been long term residents of the shelter. The FMSPCA provides all necessary supplies and services including food, litter, yearly vaccines, proper care training and health checks. An SPCA representative visits foster homes on a monthly basis not only providing a health check for the animal but company for the senior. The SPCA assumes all responsibility for the animal while in foster care, this includes any medical care and products that may be required including the cost of medical services and transport to veterinary clinics.

- 3) **ANIMAL SAFE HAVEN:** ASH provides temporary shelter to animals that are part of families fleeing abusive and violent situations. Admission into the program is based on recommendation by a certified health care professional, pets can be placed in foster care or reside at the shelter for a period of 21 days. *"Animal abuse can be a way of silencing victims about abuse or preventing them from leaving a violent relationship. Abusers may use animal*

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abuse to exert dominance and power over the victim and as a way of showing the victim what could happen to them. Killing a family pet is a way the abuser can eliminate a source of comfort and support for the victim.” Alberta SPCA Cruelty Connection

- 4) **NORTHERN ANIMAL MANAGEMENT AND EDUCATION:** NAME Provides support and resources to rural and First Nation communities through the facilitation of accessible, high impact spay and neuter clinics, wellness clinics and humane education programs and advocacy awareness campaigns. NAME works to build capacity within these communities by supporting community run Animal Control services, holding facilities, community based adoption services and rescue groups as well as intake of un-owned domestic animals through the FMSPCA.