

ORGANIZATIONAL EXCELLENCE



POLICIES and PROCEDURES

SEPTEMBER 2018

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SECTION A: ORGANIZATIONAL FRAMEWORK

1.0 Mission Statement

- 1.1 ARTA supports an engaged lifestyle after retirement through member-centered services, advocacy, communication, wellness and leadership.

2.0 Vision

- 2.1 From the classroom and beyond, the Alberta Retired Teachers' Association and its members are linked by a common purpose - to ensure a healthy, active, engaged and vibrant lifestyle after retirement.

We are all part of something special, a bond that unites us and our community; a continuation of fellowship in our profession that now continues in retirement.

ARTA is a vibrant association. Our membership is engaged and informed; the true strength behind our association is the passion of its members.

ARTA and its members have an enhanced quality of life; healthy, active members enjoy the benefits of being a member of our association. The broader community also benefits from the work ARTA has done in ensuring personal wellness.

ARTA and its members have a unified voice. Issues that affect our current and future members are understood and our opinions are expressed and promote action.

3.0 Objects

- 3.1 To maintain a viable recognition of the Alberta Retired Teachers' Association as a group.
- 3.2 To be supportive to the cause of education and the teaching profession in Alberta.
- 3.3 To pursue ways and means of improving the welfare of our present and future members.
- 3.4 To encourage and promote the interests of the branches.
- 3.5 To promote good fellowship among our members.
- 3.6 To promote communication among our membership, between our branch societies, with teachers and the general public.

- 3.7 To cooperate with our provincial and national organization having similar aims.
- 3.8 To promote the sharing of retired teachers' talents in the communities in which retired teachers reside.

4.0 ARTA Board Goals

- 4.1 To establish and maintain a reliable link with teachers who retire.
- 4.2 To establish the acceptance of retired teachers as full partners in the governance of teachers' pensions.
- 4.3 To establish a business plan for ARTA, complete with priorities, budgets for programs, role definitions and accountability frameworks.
- 4.4 To have an effective and efficient governing body.
- 4.5 To establish an effective working relationship with organizations sharing similar aims.

5.0 Values

- 5.1 An organization is established for a reason, some underlying reason which defines its purpose for existence and describes those characteristics which make it different from other organizations. At the heart of the organization there should be a core set of values which shape all decision making. LOYALTY, HONESTY, INTEGRITY, VOICE, REPRESENTATION and FAIR TREATMENT are values which establish the basis upon which the day-to-day decisions are made and implemented.

6.0 Principles

- 6.1 The role of board members involves the stewardship of all the organization's resources, funds, facilities, equipment and personnel. For this reason board members will ensure all of their actions fall within normal decorum and any policies approved and as set out by the Board. The following principles are those that the Alberta Retired Teachers' Association Board of Directors has formulated for all board members in order to reflect the image we wish to project and that is
 - 6.1.1 fair treatment for all the members including those of the Board,
 - 6.1.2 recognition of the autonomy of members and the Board, giving each the freedom to espouse their own views without ridicule or disrespect,
 - 6.1.3 desire for cooperation among board members in resolving difficult situations,

- 6.1.4 directors that are accountable to the Board, and
- 6.1.5 the Board that is accountable to its members.

7.0 Code of Conduct

- 7.1 Board members are expected to conduct themselves in an ethical and professional manner. This expectation includes proper use of authority and appropriate decorum in group and individual behaviour.
 - 7.1.1 Board members must be loyal to the interests of ARTA.
 - 7.1.1.1 This loyalty supersedes the personal interest of any board member acting as an individual consumer of ARTA's services.
 - 7.1.1.2 This loyalty supersedes any advocacy or special interest groups and membership on other boards or staffs.
 - 7.1.2 Board members must avoid any conflict of interest with respect to their fiduciary responsibility.
 - 7.1.2.1 There must be no self-dealing or any conduct of private business or personal services between any board member and ARTA, except as procedurally controlled to assure openness, competitive opportunity and equal access to otherwise "inside" information.
 - 7.1.2.2 The directors must not use their positions to obtain for themselves, or for their family members, employment within the ARTA.
 - 7.1.2.3 A board member considered for employment by ARTA must temporarily withdraw from board and AGM deliberations, voting and access to applicable board information.
 - 7.1.2.4 Any member employed or paid by the Board may not hold elected office.
 - 7.1.3 Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
 - 7.1.3.1 Board members' interaction with the chief executive officer (CEO)/executive director or with staff must recognize the lack of authority of any individual director or group of directors.
 - 7.1.3.2 Only the president or designate has the authority on behalf of ARTA to interact with the public, press or other entities. Unless authorized to do so, the directors shall not speak for the Board.

- 7.1.33 Board members will not criticize the CEO/executive director or staff except as performance is assessed through board policies.
- 7.1.4 Board members may not use board information for their own direct or indirect benefit or advantage. This requires that the information be kept confidential. That part of a meeting when financial information, negotiation strategies, or personnel matters may be disclosed shall be kept confidential. The proceedings of any meeting of the board or any part of a meeting of the board or of any committee thereof which is conducted in camera, including the minutes, or any records thereof, shall be kept in confidence by every member of the Board and by the CEO/executive director and by any member of any committee or other person invited or permitted to attend the meeting.
- 7.1.5 Board members will deal with outside entities or individuals, with staff and with each other in a manner reflecting ARTA's Principles and Code of Conduct.

8.0 Benefits of Membership

- 8.1 The Alberta Retired Teachers' Associations' objects are achieved in cooperation with others. Membership benefits and support for education cannot be achieved by ARTA alone. Therefore ARTA will target among others, the following:
 - 8.1.1 ARTA branches,
 - 8.1.2 the Alberta Teachers' Association,
 - 8.1.3 relevant elected officials and administrative support,
 - 8.1.4 other like-minded groups approved by the Board.

9.0 Priorities

- 9.1 Creation of effective, vibrant branches,
- 9.2 Collaboration with appropriate groups to identify and recruit new members,
- 9.3 An effective communication system,
- 9.4 Adequate financial resources that sustain multi-year financial planning,
- 9.5 Allocation of adequate resources to maintain updated ARTA office services in a suitable facility,
- 9.6 Self-directed benefit program,

- 9.7 Promotion of wellness initiatives,
- 9.8 Development of strategic alliances,
- 9.9 Advocacy for issues relating to seniors, and
- 9.10 An enhanced membership discount program.

SECTION B: ARTA GOVERNANCE

1.0 Legal Authority of the Board of Directors

- 1.1 The association is incorporated under the *Societies Act* of Alberta, and its governing documents include Bylaws as well as Policies and Procedures. The governing documents reflect the current needs and operation of the association. ARTA Policies and Procedures provide the legal authorization by which the Board of Directors governs itself and ensures that it operates within its Bylaws and the *Societies Act* of Alberta.
- 1.2 The Board shall have the authority to establish, review and revise the governing documents of ARTA, subject to agreement at the Annual General Meeting.
- 1.3 The Board is responsible for ensuring ARTA operates within and in compliance with its Bylaws, Policies and Procedures and the *Societies Act* of Alberta.
- 1.4 Directors shall keep apprised of any federal, provincial or municipal statutes that may apply to the activities of the association to ensure that the associations' practices are in accordance with these statutes.
- 1.5 Every two years the Board requires that the Governance Committee review the governing documents of ARTA and recommend changes to the Board.
- 1.6 The committee shall have unlimited access to the governing documents of ARTA.
- 1.7 Drafts or revisions of the governing documents shall be circulated to all major stakeholders in a timely manner to meet association deadlines for amendment and decision.

2.0 Governance Process

- 2.1 The Board of Directors will focus on strategic leadership that will emphasize
 - 2.1.1 the future rather than the past or present,
 - 2.1.2 a clear distinction of the role of the Board of Directors and staff, and
 - 2.1.3 being proactive.
- 2.2 The Board of Directors will
 - 2.2.1 be accountable to the membership for competent, conscientious and effective accomplishment of its obligations and goals,
 - 2.2.2 focus on the long-term goals of the organization, not on the administrative or operational means of attaining the goals,

- 2.2.3 direct, control and inspire the organization through the careful deliberation and establishment of policies. The Board will initiate policy and not merely react to staff initiative,
- 2.2.4 enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to attendance, the treatment of individual board members with dignity and respect, respect of clarified roles, speaking with one voice and self-policing of tendencies to stray from rigorous governance,
- 2.2.5 monitor and regularly discuss the Board's own process and performance,
- 2.2.6 ensure the continuity of improvements through the Governance Committee's review and updating of governance policies.

3.0 Role Description of the Board of Directors

- 3.1 The mandate of ARTA is to achieve its mission in ethical and prudent ways. The Board of Directors is required to ensure the continuity and stability of the organization by fulfilling its role as steward of the proper governance of the association.
- 3.2 The functions of the Board shall be to
 - 3.2.1 develop written outcome policies on what benefits are to be derived, to which groups of people and at what cost,
 - 3.2.2 write policies that address:
 - 3.2.2.1 outcomes,
 - 3.2.2.2 constraints,
 - 3.2.2.3 Board governance,
 - 3.2.2.4 Board-CEO/executive director relationship,
 - 3.2.3 prescribe the limits and boundaries to be followed by the CEO)/executive director in directing operational practices,
 - 3.2.4 assess the CEO/executive director's performance as defined in the Policies and Procedures,
 - 3.2.5 provide accountability and connection to the membership. These responsibilities may be carried out by
 - 3.2.5.1 identifying, researching and acting upon issues concerning ARTA members,

- 3.2.5.2 responding to members' concerns and needs,
- 3.2.5.3 providing publications such as ARTA news&views, benefits plan information, etc.,
- 3.2.5.4 making presentations at branch meetings, regional and local functions on behalf of ARTA,
- 3.2.5.5 providing opportunities for the members to participate through meetings such as the Annual General Meeting, special meetings, Board of Directors' meetings and branch meetings.
- 3.2.6 define how the Board will organize itself to get its work done,
- 3.2.7 ensure the organization is adequately funded and worthy of funding.

4.0 Orientation of the Board of Directors

- 4.1 The purpose of orientation is to acquaint each board member with ARTA, the Board of Directors and the duties of individual board members.

5.0 Policy Process of the Board of Directors

- 5.1 The development of policy provides parameters and guidelines for the Board of Directors and the CEO/executive director. In fulfilling responsibilities for policy making, the Board of Directors will
 - 5.1.1 ensure that the policies are in compliance with relevant legislation or regulation, ARTA Bylaws and with existing ARTA policies or agreements,
 - 5.1.2 ensure that policies will be statements of value or approaches which address:
 - 5.1.2.1 outcomes - statements written in results language which describes what benefits are to be delivered to which group of people and at what cost,
 - 5.1.2.2 constraints - policies which limit or constrain the CEO/executive director's authority and which define the acceptable areas of the CEO/executive director's activity decisions and organization activities,
 - 5.1.2.3 governance process - how the board conceives, carries out and monitors its own tasks, represents the community and provides strategic leadership to the organization,
 - 5.1.2.4 Board-executive relationship - the delegation of authority, the relationships and the monitoring of authority.

- 5.2 The CEO/executive director is responsible for the implantation of policy with the exception of policies governing the Board. The president is responsible for the implementation of policies governing board operations.
- 5.3 Retiring members of the Board of Directors shall receive an appropriate gift as thanks for their contributions to ARTA and that the presentation of these gifts take place at the AGM or at a board or branch meeting where required.
- 5.4 Retiring members of ARTA's standing committees shall receive a letter of thanks and an appropriate gift for their services to ARTA.

6.0 President's Role

- 6.1 The president shall ensure that behaviour of the Board of Directors is consistent with its own rules and those legitimately imposed upon it from outside the organization.
- 6.2 The president shall ensure that the discussions of the Board of Directors focus on the board's decision-making role and not on the administrative role of the CEO/executive director.
- 6.3 The president shall act in accordance with the policies of the Board of Directors.
- 6.4 The president (or designate) speaks on behalf of ARTA. (See Section A 7.1.3.2).
- 6.5 The president serves as an ex-officio member on all committees.

7.0 ARTA Committee Operating Principles

- 7.1 A successful committee is reliant on individual members operating in the interest of the committee as a group and the organization as a whole. All committee members share responsibility in building cohesiveness, and while respecting confidentiality, also promote openness and awareness of committee operations to the internal and external community. All committees chairs or designates are responsible for making motions to the Board of Directors and/or at the AGM for approval. Committee recommendations shall be acted on following approval by the appropriate authority.
- 7.2 In order to conduct its business and the research necessary for policy development, ARTA will utilize various committees. Standing Committees are elected at the AGM, report to and are accountable to the Board of Directors.
- 7.3 From time to time the CEO/executive director assigns staff to committees. When serving on committees the staff members represent the office of the CEO/executive director. The role of staff on a committee is to provide consultation and support for the committee. Staff employees are not considered as members of the committee. They are not eligible to vote. The following guidelines will apply to the role:

- 7.3.1 staff will assist in the preparation of committee agendas and in providing pertinent data required to operate an effective committee meeting,
- 7.3.2 the chief financial officer (CFO)/director of finance will ensure the committee chairs are apprised as to expenditure in relation to the budget,
- 7.3.3 the chief operating officer (COO)/director of member services will ensure the appropriate committee chairs are kept apprised of changes to federal and provincial legislation, as well as other benefits marketplace changes which may affect the ARTA Retiree Benefits Plan.
- 7.3.4 extra staff hours may only be permitted when approved by the CEO/executive director,
- 7.3.5 the staff member may be assigned to record and circulate committee minutes.
- 7.4 If a vacancy on a Standing Committee occurs
 - 7.4.1 in mid-term, the Board of Directors may appoint any ARTA member to serve on the committee until the next AGM;
 - 7.4.2 between board meetings, the president, in consultation with the chair of the committee and officers of ARTA, may, in order to achieve a quorum, appoint an interim replacement to serve until the next board meeting;
 - 7.4.3 in the position of chair of a committee between board meetings, the president, in consultation with the officers of ARTA, may appoint an interim replacement in order to serve as chair for the next committee meeting at which time a chair will be chosen by the committee; and
 - 7.4.4 the Board, or the president, acting between board meetings, may leave the vacancy open provided there are still sufficient members for a quorum.
- 7.5 Committees cannot exercise authority over staff, but may require assistance from staff. The CEO/executive director works for the Board, not for a board committee or a director.
- 7.6 Committees may not speak for the Board of Directors except when formally given such authority for specific and time-limited purposes. Such authority will be carefully stated in order not to conflict with authority delegated to the president.
- 7.7 Committees may access specialized expertise, including legal advice, within their established budget or with the approval of the Board of Directors.

- 7.8 Committees shall develop business plans and budget requirements annually to cover their areas of responsibility and submit these to the Strategic Planning Committee and the Finance Committee respectively (*See Section D – Templates*).
- 7.9 Committee chairs shall meet with the Strategic Planning Committee prior to the May meeting of the Board of Directors to bring forward their committee business plans and to discuss ARTA's overall business plan.
- 7.10 Each committee shall be provided quarterly updates on the committee's operating and initiative expenses year-to-date actual versus budget for approval at each committee meeting.
- 7.11 Standing committees, with the exception of the Nominations Committee and the Executive Committee (which includes Finance and Human Resources) shall elect an incoming chair at the committee meeting preceding the AGM who shall assume the position immediately following adjournment of the AGM.
- 7.11.1 Normally a committee member must serve one year of their term on a committee before becoming the chair.
- 7.11.2 The chair elect may attend the AGM as an observer with the chair.
- 7.12 Standing Committees with the exception of the Health Benefits and the Executive Committee shall include the following:
- 7.12.1 Four members elected from ARTA membership, one of whom shall be the chair;
- 7.12.2 ARTA's president or designate as ex officio member, and
- 7.12.3 The CEO/executive director or designate as ex officio member.
- 7.13 Each elected member shall serve one four year term with staggered terms to maintain continuity.
- 7.14 One ARTA member is elected at the AGM to replace the retiring member of each committee.
- 7.15 At the request of the committee, the Board of Directors may appoint an ARTA member to serve on the committee in a non-voting and advisory capacity for a specific length of time.
- 7.16 Members of any ARTA Trust or the Alberta Retired Teachers Charitable Foundation may not serve on any committee as an elected member.
- 7.17 Roles and responsibilities of ARTA committees shall be to:
- 7.17.1 Meet quarterly or as required at the call of the chair,
- 7.17.2 Investigate, research and report on issues referred by the Board of Directors,

- 7.17.3 Report regularly to the Board of Directors and the AGM any matters believed to be worthy of attention by the committee chair or designate,
- 7.17.4 Accept additional assignments as determined by the Board of Directors.
- 7.17.5 Provide educational opportunities to the ARTA Board of Directors in order to fulfill the objectives of the organization.
- 7.17.6 Develop business plans that include actions to be taken, who is responsible, timelines, evaluation and cost.

8.0 ARTA Standing Committees Roles and Responsibilities

8.1 Communications Committee

- 8.1.1 The committee shall also include
 - 8.1.1.1 the editor and associate editor of the ARTA magazine as ex officio designates; and
 - 8.1.1.2 the vice-president (non-voting, to liaise and consult with the editor of the ARTA magazine as per Bylaw 6, Section1).
- 8.1.2 The committee shall enhance communication both internally and externally. To accomplish this, the committee shall perform the following tasks:
 - 8.1.2.1 review the communication and marketing plan created by ARTA operations;
 - 8.1.2.2 collaborate with the CEO/executive director to select a suitable candidate for the position of editor of ARTA magazine;
 - 8.1.2.3 provide communication in-services for the Board of Directors as required;
- 8.1.3 In the role of editorial Board, the committee oversees the publication of the ARTA magazine by performing the following tasks:
 - 8.1.3.1 establishes the editorial mandates of the ARTA magazine;
 - 8.1.3.2 maintains the editorial integrity of the ARTA magazine;
 - 8.1.3.3 evaluates the design elements of the ARTA magazine;
 - 8.1.3.4 assesses the elements of production of the ARTA magazine;
 - 8.1.3.5 monitors the advertising standards for the ARTA magazine (ARTA uses the Canadian Code of Advertising Standards);

- 8.1.3.6 surveys the readers of the ARTA magazine; and
- 8.1.3.7 conducts an ongoing evaluation of ARTA magazine at each Communication Committee meeting.
- 8.1.4 The committee promotes the awareness of ARTA and its branches for retired teachers and active teachers at teachers' conventions, ARA, and other ATA functions.
- 8.1.5 The committee promotes the awareness of ARTA to the general public.
- 8.2 Governance Committee
 - 8.2.1 The committee shall
 - 8.2.1.1 Review and report annually on Bylaws, and Policies and Procedures. Recommend changes as required;
 - 8.2.1.2 ensure bylaw notices of motion are submitted to the AGM as written;
 - 8.2.1.3 review any proposed bylaw amendments with respect to legality or conflict with existing bylaws and where it occurs, provide this information at the AGM when notices of motion are presented;
 - 8.2.1.4 monitor the compliance of ARTA with the Bylaws and Policies and Procedures of the association and report to the Board as required;
 - 8.2.1.5 determine the recipients of any scholarships and bursaries of ARTA;
 - 8.2.1.6 receive funding applications for Branch Project Grants (*refer to Grants 18.0*), approve or reject as per established criteria, and report to the Board of Directors; and
 - 8.2.1.7 meet with each committee on a regular basis to review and renew applicable policies.
- 8.3 Pension and Financial Wellness Committee
 - 8.3.1 The committee shall
 - 8.3.1.1 advocate that ARTA be granted a voice with the Government of Alberta and the Alberta Teachers' Association (ATA) in regard to teachers' pension matters;
 - 8.3.1.2 have the chair serve as a member on the ATA Pension Committee and that ARTA continue to advocate for full membership;

- 8.3.1.3 advocate on behalf of retiring teachers and retired teachers concerning pension issues;
 - 8.3.1.4 continue its program of communication regarding ARTA Policy on Pension with retired Alberta teachers, teachers currently practicing, the public and the Alberta Government;
 - 8.3.1.5 offer educational programs to familiarize both the retired and practicing teachers matters related to retirement;
 - 8.3.1.6 advocate that there be annual pension discussions with representatives from retired teachers (ARTA), practicing teachers (ATA) and government officials;
 - 8.3.1.7 advocate that an index be used that is more in line with the real cost of living increases;
 - 8.3.1.8 continue to make Government aware of the conditions that reduce pensions including salary roll backs imposed by the government of that time; and
 - 8.3.1.9 maintain the position that the Alberta government in consultations with the ATA, is solely responsible for ensuring the full and equitable funding of teachers' pension plans and their improvements
- 8.4 Strategic Planning and Advocacy Committee
- 8.4.1 In addition to the members elected by the AGM, the Strategic Planning and Advocacy Committee will include all of ARTA's Executive Officers as voting members.
 - 8.4.2 The committee shall:
 - 8.4.2.1 Facilitate the annual ARTA business planning process and monitor its progress;
 - 8.4.2.2 Request and receive by February 15 of each year, committee progress reports for the current year, that identify progress on operational or ongoing responsibilities and initiatives, including updates to action plans, updates to timelines and associated costs as outlined in the approved committee Business Plan. Progress reports will be reviewed by the ARTA Board of Directors at the February Board Meeting. Progress report templates are available from the ARTA office.

- 8.4.23 Request and receive by April 15 of each year, committee business plans for the coming year, that identify operational or ongoing responsibilities and initiatives, including an action plan, strategic outcome alignment, a plan for evaluation, a timeline and estimated cost as per Business Plan template. Business Plan templates are available from the ARTA office.
- 8.4.24 request from each standing committee a Business Plan Progress Report to be attached to the committee's report for the February Board of Directors meeting (templates available from the ARTA office);
- 8.4.25 develop the ARTA strategic plan, goals and outcomes in support of the ARTA Board of Directors;
- 8.4.26 at the request of the Board of Directors, plan a retreat to fulfill the mandate identified by the Board of Directors;
- 8.4.27 plan an orientation for new branch presidents, vice-presidents, committee chairs and members as requested and ensure the Orientation Handbook remains current; and
- 8.4.28 develop and recommend to the Board, advocacy policies and protocols that establish ARTA's identity, clarify ARTA's response to issues in the community at large and recommend an appropriate action.

8.5 Wellness Committee

- 8.5.1 The committee shall:
 - 8.5.1.1 establish and maintain a current inclusive definition of wellness for ARTA usage;
 - 8.5.1.2 promote and encourage a balanced healthy lifestyle by providing resources and support for all dimensions of wellness;
 - 8.5.1.3 promote and support all the dimensions of wellness: social, physical, emotional, economic, intellectual and spiritual for ARTA members;
 - 8.5.1.4 collaborate with Branches to establish wellness initiatives;
 - 8.5.1.5 support ARTA and branch wellness initiatives;
 - 8.5.1.6 create and support initiatives for ARTA members based on current wellness research;
 - 8.5.1.7 engage in professional development activities in the field of wellness research.

- 85.1.8 access the expertise of a health practitioner as a regular resource; and
 - 85.1.9 work collaboratively with other ARTA committees to achieve objectives.
- 8.6 Health Benefits Committee
- 8.6.1 The committee shall be composed of
 - 8.6.1.1 5 members elected from ARTA membership
 - 8.6.1.2 the president or designate as ex officio
 - 8.6.1.3 ARTA's CEO/executive director and COO/director of member services shall serve as ex officio; non-voting
 - 8.6.1.4 Chair of the Trust Fund as ex officio
 - 8.6.2 Each elected member shall serve one five-year term with staggered terms to maintain continuity.
 - 8.6.3 One ARTA member shall be elected at the AGM to replace the retiring member.
 - 8.6.4 The chair shall be elected by the committee and will then become a member of the Board of Directors.
 - 8.6.5 At the request of the committee, the Board of Directors may appoint an ARTA member to serve on the committee in a non-voting and advisory capacity for a specific length of time.
 - 8.6.6 The roles and responsibilities of the Health Benefits Committee shall:
 - 8.6.6.1 maintain complete confidentiality unless there is agreement to do otherwise;
 - 8.6.6.2 hold quarterly meetings and as required by the call of the chair;
 - 8.6.6.3 review ARTA's benefit program from a financial underwriting and funding basis and consider any program modifications;
 - 8.6.6.4 review and monitor claims experience on a regular basis;
 - 8.6.6.5 review the design and implementation of communication material including brochures, benefit statements, etc.;
 - 8.6.6.6 review and recommend to the Board contract amendments as negotiated with the insurer;
 - 8.6.6.7 be aware of provincial and federal legislation that may impact any of the plans;

- 8.6.6.8 determine the competitiveness of benefit provisions, premium rates, retention costs and underwriting agreements;
 - 8.6.6.9 review and recommend to the Board of Directors the plan administrative service provider;
 - 8.6.6.10 at the invitation of the Board of Directors conduct an annual educational seminar for the Board of Directors;
 - 8.6.6.11 meet prior to ARTA's Board of Directors meetings and meet on emergent matters at the call of the chair;
 - 8.6.6.12 research and recommend on issues of wellness as it relates to our members;
 - 8.6.6.13 communicate with the ARTA Board of Trustees as required;
 - 8.6.6.14 the committee shall monitor membership eligibility in order to:
 - 8.6.6.14.1 determine and make recommendations to the Board of Directors regarding membership categories,
 - 8.6.6.14.2 make recommendations for affiliate Private Sector membership based upon the Health Benefits Committee's determination that the group is represented by a professional organization that has commonality with ARTA,
 - 8.6.6.14.3 accept into affiliate membership those Private Sector groups that conform to the categories and criteria previously approved by the Board of Directors,
 - 8.6.6.14.4 provide regular updates and recommendations to the Board of Directors for the formal ratification of the groups added to the pre- approved categories.
- 8.7 Executive Committee
- 8.7.1 The committee shall be made up of the following individuals:
 - 8.7.1.1 The ARTA officers elected by the membership; and
 - 8.7.1.2 The CEO/executive director as ex officio.
 - 8.7.2 Members' terms shall be determined by their election to their respective positions at the AGM.
 - 8.7.3 The principal chair shall be the president, with other members assuming the chair for their respective areas of leadership.

- 8.7.4 At the request of the committee, the Board of Directors may appoint an ARTA member to serve on the committee, in whole or in part, in a non-voting and advisory capacity for a specific length of time.
- 8.7.5 The roles and responsibilities of the committee shall include the following duties:
 - 8.7.5.1 Investigate, research and report on issues referred by the Board of Directors;
 - 8.7.5.2 Report regularly to the Board of Directors and at the AGM any matters believed to be worthy of attention; and
 - 8.7.5.3 Accept additional assignments as determined by the Board of Directors.
- 8.7.6 The Executive Committee under the leadership of the Treasurer shall also serve as the **Finance Committee**.
 - 8.7.6.1 The CEO/executive director and the CFO/director of finance shall serve as ex officio; non-voting members.
 - 8.7.6.2 The Finance Committee shall be responsible for ARTA's funds and receive regular reports from the CEO/executive director.
 - 8.7.6.3 The Finance Committee shall routinely and regularly present financial statements to the Board of Directors, update standing and ad hoc committees as to budget allocations and expenditures and present a year-end financial report at the AGM.
 - 8.7.6.4 The chair of the Finance Committee shall periodically review all cheque registries.
 - 8.7.6.5 The CEO/executive director and the CFO/director of finance shall not sign their own cheques.
 - 8.7.6.6 The committee shall direct the investments of deposited monies in appropriate financial institutions where funds are guaranteed according to the Canadian Deposit Insurance Corporation or by the Alberta government.
 - 8.7.6.7 The committee shall request and collect a meeting expense budget from each standing committee.
 - 8.7.6.8 The committee shall receive a copy of a business plan from each standing committee.
 - 8.7.6.9 It shall be the duty of the committee to prepare and present a budget for each fiscal year in the following sequence:

- 8.7.6.9.1 A proposed budget, reflecting ARTA's Business Plan, shall be presented by the committee at the May meeting of the Board of Directors for approval in principle;
- 8.7.6.9.2 The proposed budget with any necessary adjustments shall be presented by the committee to the Board of Directors at its September meeting for approval and recommendation by the Board at the AGM;
- 8.7.6.9.3 The board-approved proposed budget shall be presented by the committee chair for consideration and ratification at the AGM;
- 8.7.7 The Finance Committee shall be responsible to the Board of Directors.
- 8.7.8 At the Board of Directors meeting prior to the AGM, the Finance Committee shall recommend an auditor. Once approved, the Board will present that name for ratification at the AGM.
- 8.7.9 At the request of the committee, the Board of Directors may appoint an ARTA member to serve on the committee in a non-voting and advisory capacity for a specific length of time.
- 8.7.10 The chair of the Finance committee shall facilitate meetings of the steering committee for ARTA Representatives. *(See section 17.7 – 17.9 of Branch Societies).*
 - 8.7.10.1 A sub committee shall be created annually consisting of the Executive Committee, the CEO/executive director (and/or designates) and members of relevant committees including, but not limited to, Health Benefits (and/or designates), Communications, and Pension and Financial Wellness.
 - 8.7.10.2 The ARTA Representative sub committee shall
 - 8.7.10.2.1 ensure the development of an inclusive manual for representatives;
 - 8.7.10.3 provide a common script for presentations;
 - 8.7.10.3.1 monitor the availability of adequate resources;
 - 8.7.10.3.2 facilitate an annual training seminar.
- 8.7.11 Ongoing support and liaison for the ARTA representatives will be provided by ARTA Marketing and will include:
 - 8.7.11.1 maintaining a list of current representatives;
 - 8.7.11.2 receiving requests for presentations and assigning potential presenters;

- 8.7.11.3 satisfying resource requirements of ARTA Representatives; and
- 8.7.11.4 maintaining a record of presentations made on behalf of ARTA.

8.7.12 The Executive Committee shall also serve as the **Human Resources Committee**

8.7.12.1 The chair shall be selected by the committee.

8.7.12.2 The roles and responsibilities of the committee shall include the following duties:

- 8.7.12.3 Meet as required at the call of the chair;
- 8.7.12.4 Ensure the Staff Human Resources Manual and the Committee Human Resources Manual are current;
- 8.7.12.5 At the direction of the Board of Directors, facilitate, participate in and enter into negotiations with a suitable candidate for the position of CEO/executive director and recommend the appointment of a successful candidate;
- 8.7.12.6 Recommend to the Finance Committee the salary and benefits of the CEO/executive director;
- 8.7.12.7 Recommend to the Board of Directors the budget for office staff salaries and benefits;
- 8.7.12.8 Receive reports from the CEO/executive director on the roles and responsibilities of the office staff;
- 8.7.12.9 Consult with the CEO/executive director on staff matters;
- 8.7.12.10 Ensure that an annual performance review of the CEO/executive director is conducted; and
- 8.7.12.11 Investigate, research and make recommendations to the Board of Directors regarding any issues or matters related to personnel.

8.8 Nominations Committee

8.8.1 The past president, or in the case of non-availability, a board designate shall initiate the following:

- 8.8.1.1 sending nomination notice letters and forms to all branch presidents and board members along with the minutes of the May board meeting and again with the distribution of AGM materials prior to the AGM,

- 8.8.1.2 including appropriate nomination information on ARTA website,
- 8.8.1.3 sending nominations to the past president through the ARTA office.
- 8.8.2 The ARTA office reviews the nominations to ensure each nominee meets the membership eligibility and forwards it to the past president.
- 8.8.3 All eligible nominees make up the slate.
- 8.8.4 All nominees shall be informed as to the status of their eligibility for candidacy.
- 8.8.5 Nominations made by an eligible voting member shall also be accepted from the floor at the AGM.
- 8.8.6 The past president presides over the election and has a vote.
- 8.8.7 Following the presentation of the slate of nominees, the past president shall call for nominations from the floor at three different times at the AGM.
 - 8.8.7.1 The first call for nominations for all positions shall be made after the approval of the agenda. The second call for nominations for all positions shall be made prior to adjournment of the first half-day. The third call for officers only shall be made followed by their election at the beginning of the second day. The third call for committee positions shall be made prior to the morning break followed by elections.

	First Call	Second Call	Third Call	1	Vote Count
				2	Announcement
Officers	After approval of the agenda.	Prior to the adjournment of the first half-day.	Beginning of the second day. Election immediately after third call.	1	Immediately prior to morning break.
				2	Immediately after morning break.
Standing Committee Members	After approval of the agenda.	Prior to the adjournment of the first half-day.	After the morning break (2nd day) followed immediately by election of all committees.	1	At lunch break.
				2	Immediately after lunch.

- 8.8.8 The vote shall be taken by secret ballot.

- 8.8.9 Ballots shall be counted by members appointed by the past president and results will be presented to the past president only.
- 8.8.10 In the event of a tie, the toss of a coin will determine the winner.
- 8.8.11 The ballots shall be destroyed upon a motion at the AGM.
- 8.8.12 Following the AGM all nominees shall be informed of the election results.
- 8.8.13 The past president shall
 - 8.8.13.1 initiate the necessary steps to solicit names for the Board of Trustees of the Benefit Plan Trust Fund and Board of Directors of the Alberta Retired Teachers Charitable Foundation;
 - 8.8.13.2 prepare and circulate a list of nominees for the Board of Trustees of the Benefit Plan Trust Fund including background information of each nominee to be circulated to ARTA's Board of Directors May meeting;
 - 8.8.13.3 prepare and circulate a list of nominees for the Board of Directors of the Alberta Retired Teachers Charitable Foundation including background information of each nominee to be circulated to ARTA's Board of Directors November meeting;
 - 8.8.13.4 conduct an election for the Board of Trustees of the Benefit Plan Trust Fund at the ARTA Board of Directors meeting; and
 - 8.8.13.5 conduct an election for the Board of Directors for the Alberta Retired Teachers Charitable Foundation at the ARTA Board of Directors meeting.

9.0 Ad Hoc Committees

- 9.1 The Board of Directors shall establish ad hoc committees as required, normally for a period of up to one year. Ad hoc committees of the Board
 - 9.1.1 shall be chaired by an ARTA member appointed by the Board;
 - 9.1.2 shall report to the Board through their chair or designate during the term of the ad hoc committee;
 - 9.1.3 shall include in their composition, board members and members of the branches to a maximum of four, excluding staff and ex-officio members;
 - 9.1.4 shall write terms of reference and prepare a budget for approval by the Board;

- 9.1.5 shall provide written reports to the CEO/executive director for distribution to the Board; and
- 9.1.6 shall be extended or disbanded at the call of the Board at the end of their term.

10.0 Role of Board Member on Staff Committees

- 10.1 From time to time a board member may be asked by the CEO/executive director to serve on a staff committee. The role of the board member on a staff committee is to bring membership input to the staffs' decision-making process. When serving in this capacity the individual is not serving as a board member but as a volunteer, advising staff. The following guidelines will apply to the role:
 - 10.1.1 Nothing an individual advisor says can have instructional authority. Consequently, the staff has no obligation to take the advice,
 - 10.1.2 The board member does not have the authority or responsibility to provide the Board with reports or feedback on this activity.

11.0 Public Relations and Relations with the Media

- 11.1 Public relations are intended to promote and enhance a positive image for ARTA and its members.
- 11.2 The president is the only person authorized to speak for ARTA as per board policy. The president has the authority to issue press releases and respond to the media on behalf of ARTA.
 - 11.2.1 The president endeavors to consult with the CEO/executive director prior to media or press coverage.
 - 11.2.2 The CEO/executive director will keep the president informed of media demands.

12.0 Communication Media

- 12.1 The ARTA Communication Media shall carry out the following three major functions:
 - 12.1.1 serve as the official communication medium for ARTA,
 - 12.1.2 express the views and concerns of members and provide a forum to express their opinions,
 - 12.1.3 serve as a means of keeping members informed of issues relating to retirement that impact the lives of our members.

12.2 Writer's Compensation Eligibility

- 12.2.1 All members of the Board of Directors, members of the Charitable Foundation, Benefits Plan Trust Fund Trustees, elected committee members and ARTA staff shall not be paid for writing for *news&views*.

13.0 Membership Eligibility (Education Sector)

13.1 ARTA will accept into full membership the following Education Sector Groups:

- 13.1.1 a retired teacher who has contributed to the Alberta Teachers' Retirement Fund (ATRF) for five (5) or more years or their surviving spouse, provided proof of such contribution is provided when requested. Proof shall include a letter from ATRF or other acceptable evidence from a Board of Education stating that this is so. Contributions do not have to be made consecutively,
- 13.1.2 a retired teacher, or their surviving spouse, who will not receive an ATRF pension but who can provide proof in writing of having made pension contributions to the ATRF for five (5) or more years,
- 13.1.3 a retired pre-pensionable aged teacher who has taught and contributed to the ATRF for five (5) or more years and who would be eligible to receive an ATRF pension at age 55 or older or their surviving spouse. Proof of contributions to the ATRF must be provided in writing, when requested. ARTA will accept into full member survivor membership of the Educational Sector a surviving spouse of the above categories. These groups do not have voting rights in ARTA.

13.2 ARTA will accept into affiliate membership the following additional Educational Sector groups:

- 13.2.1 retired teachers from provincial and territorial jurisdictions other than Alberta, or federal jurisdictions, who are living in Alberta at the time of application for membership and who have contributed any Canadian provincial or federal government sponsored pension plan, excluding the Canada Pension Plan (CPP), for five (5) or more years.
- 13.2.2 retired instructors of post-secondary educational institutions, including universities, colleges and technical institutions, etc. who have contributed to any Canadian provincial or federal government sponsored pension plan, excluding CPP, for five (5) or more years so long as they are residents of Alberta at the time of application,
- 13.2.3 retired academic staff of Alberta universities, colleges, and technical institutions who have contributed to an Alberta government sponsored pension plan for five (5) or more years,

- 13.2.4 retired employees of school boards, universities, colleges, and technical institutions provided they contributed to an Alberta government sponsored pension plan for five (5) or more years, or have made matching contributions to their employer sponsored retirement savings plan for at least fifty (50) months over a consecutive five (5) year period,
- 13.2.5 retired employees of the Alberta Teachers' Association (ATA) who have contributed to the Office Staff Pension Plan for five (5), or more years,
- 13.2.6 retired employees of the Alberta Retired Teachers' Association (ARTA) who were employed by ARTA for five (5) or more years,
- 13.2.7 retired employees of the Alberta Teachers' Retirement Fund (ATRF) who have contributed to an Alberta government sponsored pension plan for five (5) or more years,
- 13.2.8 active or retired school board trustees over the age of 55 years,
- 13.2.9 active teachers who lose their group benefits plan coverage because they exceed an eligible age limit determined by their group benefit plan and who have contributed to the ATRF for five (5) or more years. Proof of contributions to the ATRF must be provided in writing when requested,
- 13.2.10 active staff of Alberta school boards, universities, colleges and technical institutions who lose their group benefit's coverage because they exceed the eligible age limit as determined by their employer's group benefits plan provided they have contributed to an Alberta government sponsored pension plan for five (5) or more years, or have made matching contributions to their employer sponsored retirement savings plan for at least fifty (50) months over a consecutive five (5) year period,
- 13.2.11 active academic staff of universities, colleges and technical institutions who lose their group benefits plan coverage because they exceed the eligible age limit as determined by their employer's group benefits plan provided they have contributed to an Alberta government sponsored pension plan for five (5) or more years, or have made matching contributions to their employer sponsored retirement savings plan for at least fifty (50) months over a consecutive five (5) year period.
- 13.2.12 ARTA will accept as an affiliate member the surviving spouse of a deceased affiliate member of the above categories (13.3.1-13.3.11).
- 13.2.13 Affiliates may not vote or hold office in ARTA.

14.0 Honorary and Life Memberships

- 14.1 ARTA will grant a Life Membership to any full ARTA member or their survivor spouse who is 85 years of age.

- 14.2 Honorary Memberships may be awarded to full or past full members of ARTA who have contributed to ARTA in some significant way using the following guidelines:
- 14.2.1 in awarding an honorary membership, emphasis should be placed on the significance of the service rendered,
 - 14.2.2 an honorary membership need not be awarded each year nor limited to one per year,
 - 14.2.3 nominations may be made by any member of ARTA or by the branch executive,
 - 14.2.4 nominations and supporting documentation must be submitted to the CEO/executive director by the September Board of Directors Meeting of the year intended to take effect,
 - 14.2.5 the nomination will be presented to the Board of Directors at its September meeting,
 - 14.2.6 the nominator or a representative of the nominator should be present at the September Board of Directors meeting to provide support for the nomination,
 - 14.2.7 a secret ballot on each nominee will be held with support of 2/3 of the Board of Directors required in order to confer the award,
 - 14.2.8 the president will notify the recipient and will arrange for a formal presentation at the AGM or, if the honorary member so chooses, at a meeting of his/her branch,
 - 14.2.9 no public statement will be made until after the presentation of the award.

15.0 Membership Categories and Eligibility (Public and Private Sectors)

- 15.1 ARTA will accept into affiliate membership the following Public Sector Groups:
- 15.1.1 retired Alberta Public Sector employees age 55 or over who are vested in any Alberta government sponsored pension plan,
 - 15.1.2 retired Alberta Public Sector employees age 55 or over who are not participating in an Alberta government sponsored pension plan and who were employees of the government of Alberta as deputy ministers, executive assistants, or Members of the Legislative Assembly (MLA's),
 - 15.1.3 retired Public Sector employees age 55 or over who are vested in any Canadian provincial or federal government pension plan, excluding CPP, so long as they are residents of Alberta at the time of application.

- 15.2 ARTA will accept into affiliate membership:
- 15.2.1 retired employees who were members of the United Nurses of Alberta (UNA) for at least two (2) years and who are at least 55 years of age.
 - 15.2.2 retired employees who are in receipt of or vested to receive benefits from the Northern Employee Benefits Services Pension Plan and who are at least 55 years of age.
 - 15.2.3 retired employees of the Alberta Insurance Council (AIC) who were employed full-time by the AIC for at least five (5) years and who are at least 55 years of age.
 - 15.2.4 retired employees of an Alberta Municipal Services Corporation (AMSC) benefits plan participant, who was employed by said participant for at least two (2) years, and is at least 55 years of age.
 - 15.2.5 retired employees who were members of the Canadian Union of Public Employees (CUPE) in Alberta for at least two (2) years and who are at least 55 years of age.
- 15.3 ARTA will accept as an affiliate member the surviving spouse of a deceased member of the above categories (15.2.1-15.2.5).
- 15.4 These groups do not have voting rights in ARTA.
- 15.5 ARTA will accept into affiliate membership groups from the following Private Sector categories:
- 15.5.1 any group that has been reviewed and recommended by ARTA's Health Benefits Consultant. The review process by the consultant will include the 'fit' of the group in terms of close alignment with the professional background and standards of full ARTA members and to the groups 'congruency with the insurance risk profile of its membership in the ARTA insurance plan.
 - 15.5.1.1 Members of the proposed group must have been members (pre- retirement) of a professional organization whose intent was to provide its services to its members.
 - 15.5.1.2 The professional organization must be a continuing, active organization with an elected executive and must hold an AGM.
 - 15.5.1.3 The professional organization shall be registered with the Provincial Societies Act or equivalent.
 - 15.5.1.4 The professional organization must have a minimum membership of at least 40 members.
 - 15.5.1.5 Members (pre-retirement) must have taken the initiative to maintain their membership in the organization.

- 15.5.1.6 Each professional organization must have its own membership policies and guidelines.
- 15.5.1.7 In order to qualify for membership in the professional organization, each individual member's professional designation must be recognized by a provincial government body or trade association prior to the member's retirement.
- 15.5.1.8 In order to access the ARTA Extended Health and Dental Plans, a group must be enrolled in an active members' group benefits plan. If potential members are not previously covered by a group plan, then immediately prior to ARTA eligibility, each potential member must be approved for acceptance.
- 15.5.2 Any group acceptance for ARTA membership by the ARTA Health and Wellness Benefits Committee must be reported to the Board of Directors' at its next meeting.
- 15.5.3 ARTA will accept into affiliate membership:
 - 15.5.3.1 retired members of the Association of the Chemical Profession of Alberta (ACPA) who were APCA members in good standing for at least five (5) years and who are at least 55 years of age,
 - 15.5.3.2 retired employees of Servus Credit Union who were employed by Servus for at least ten (10) years and who are at least 55 years of age,
 - 15.5.3.3 retired employees or members of the Association of Science and Engineering Technology Profession of Alberta (ASET) who were members in good standing of ASET for at least ten (10) years and who at least 55 years of age,
 - 15.5.3.4 retired employees of the Credit Union Deposit Guarantee Corporation (CUDGC) who were employed by CUDGC for at least two (2) years immediately prior to retirement and who are at least 55 years of age,
 - 15.5.3.5 retired members of the College of Hearing Aid Practitioners of Alberta (CHAPA) who were members in good standing of CHAPA for at least five (5) years and who are at least 55 years of age,
 - 15.5.3.6 retired members of the Alberta Certified Professional Accountants (CPA) who were members in good standing of Alberta CPA for at least five (5) years and who are at least 55 years of age,

- 15.5.3.7 retired members of the Alberta Institute of Agrologists (AIA) who were members in good standing of the AIA for at least five (5) years and who are at least 55 years of age,
- 15.5.4 ARTA will accept as an affiliate member the surviving spouse of a deceased member of the above categories (15.5.3.1-15.5.3.7).
- 15.5.5 These groups do not have voting rights in ARTA.

16.0 Membership Fees

16.1 Annual membership fees shall be as follows:

Full Member	\$25.00
Full Member Survivor	\$25.00
Affiliate Member	\$50.00
Affiliate Member Survivor	\$50.00
Life Member	\$00.00
Honorary Member	\$00.00

17.0 Branch and/or Branch Societies

- 17.1 ARTA encourages the establishment of branch membership and strives to support branch operations and programs.
- 17.2 The Board of Directors shall involve branches in decision-making regarding policies, political issues and promoting involvement in local communities to enhance the public image of the branch and of ARTA.
- 17.3 Branch presidents are members of the Board of Directors and it is recommended that they assume responsibility for ensuring their membership is kept fully informed about the business of ARTA and of other branches.
- 17.4 In the event a branch president is removed from the board (see Bylaw 6, Section 1.5) the branch will be informed immediately and asked to appoint another representative to the board.
- 17.5 ARTA will make every effort to find ARTA members in designated areas in the province that may not have branches. This information will be used to contact ARTA members in the field and invite them to form a new branch. Members of the Board of Directors and staff will visit to help establish these branches.
 - 17.5.1 Officers and staff will visit branches as requested.

- 17.5.2 On acceptance of a branch application, a grant of \$250 will be given to the new branch to help defray the expenses of organizing the branch.
- 17.5.3 When long distances at the branch level are problematic, a sponsoring branch may establish a sub-branch according to the following conditions:
 - 17.5.3.1 there is a minimum of 15 ARTA members,
 - 17.5.3.2 a chair is selected as coordinator of activities and liaison with the sponsoring branch and that person's name is submitted to the ARTA office,
 - 17.5.3.3 the Bylaws and Policies and Procedures of ARTA are followed,
 - 17.5.3.4 the Bylaws of the sponsoring branch are followed,
 - 17.5.3.5 if the membership falls below 15, the ARTA office shall be notified and the sub-branch shall be disbanded.
- 17.6 Branches are required to submit to ARTA's office the name and contact information of the branch president and notify of any changes in a timely manner.
- 17.7 Branches will annually be requested to identify two representatives to be in-serviced to become knowledgeable about ARTA benefit and retirement resources. Branches may request additional representatives as needed.
- 17.8 The names, addresses and telephone numbers of ARTA Branch representatives shall be submitted to the CEO/executive director.
- 17.9 ARTA Representatives should be available to act as a resource for individuals, branch meetings, retirement seminars and convention booths. Their role is to provide information only, and not advice. Individuals requiring advice or additional information will be directed to the ARTA office or the benefit plan administrator.

18.0 Grants

- 18.1 ARTA will provide grants to enhance and enrich branch activities and initiatives. These grants are intended to promote membership in ARTA and assist branches to offer programs that respond to local member needs. These monies will be given for projects that further the mission and goals of ARTA. Committees design grant rationale which are approved by the Board of Directors through its annual budget process. Approved grant criteria are available on the ARTA website.
 - 18.1.1 All applications for grants are to be submitted to the CEO/executive director who will forward them to the relevant committee.

- 18.1.2 Grant applications will be reviewed on a quarterly basis at sponsoring committee meetings. Committee meeting dates are listed on the ARTA website calendar. Applicants will be informed of the decision following the committee meeting.
- 18.1.3 The Concluding Report shall be submitted to the CEO/executive director within sixty (60) days of the event and must demonstrate that ARTA funds were used for eligible expenses. Future funding is dependent on the submission of a concluding report.
- 18.1.4 Available grants include, but are not limited to the following:
- 18.1.4.1 **Branch Initiatives Grant** - To attract new members to ARTA and its Branches while enhancing the experience of current members through a variety of new, unique, useful, and enjoyable activities of interest and relevance for retired teachers.
 - 18.1.4.2 **Branch Project Grant** - To provide a program, event or undertaking (outside of regular branch activities) that will benefit Branch Members, and increase the visibility of the Branch and ARTA within the community.
 - 18.1.4.3 **Communications Grant** - To assist Branches to facilitate their communications.
 - 18.1.4.4 **Wellness Grant** - To provide a program, event or undertaking related to wellness within the Branch.
 - 18.1.4.5 **Pension and Financial Advisory Grant** - *To be determined.*
 - 18.1.4.6 **Provincial Activity Grant** - A grant is available to help defray the expenses of organizing and hosting provincial activities.

19.0 Meetings

- 19.1 Annual General Meetings
- 19.1.1 The AGM shall normally be held on the first Tuesday in October beginning at 1:00 pm and continuing the following day as required.
 - 19.1.2 At each AGM the president shall confirm time, date and place for the AGM of the following year.
 - 19.1.3 A special resolution to change this date may be made by the Board of Directors on or before the scheduled May meeting and will affect that year only.

19.1.4 If a branch president is also a chair of an ARTA committee, the branch president may appoint another ARTA member from their branch to be their designate and vote at AGM meetings.

19.2 Special Meetings

19.2.1 A special meeting shall be called by the president or CEO/executive director upon receipt of a petition of 10 full members stating the reason for calling such a meeting. No subject shall be considered at any such special meeting except that which is specified in the notice. Members shall be notified by mail, telephone or electronically at least 10 days prior to the meeting. A quorum shall consist of 20 voting members.

19.3 Board of Directors Meetings

19.3.1 Board of Directors meetings shall normally be held the fourth Wednesday in each of November, February and May. A September meeting shall be held on the second Wednesday of September.

19.3.2 Normally there shall be an information session on the Tuesday preceding all Board of Directors meetings.

19.3.3 If a branch president cannot attend a board meeting, another branch member may attend and vote as the president’s designate.

19.3.4 Chairs of committees, if they are also branch presidents, shall be allowed to designate an additional voting member to act on behalf of the president at board meetings.

19.4 Officers meet at the call of the president.

20.0 Representation

20.1 Representation to AGM

20.1.1 Voting members at the AGM are duly accredited branch delegates who are ARTA full members.

20.1.2 Representation shall be determined according to the following table:

Paid-up ARTA Full Members of the Branch	Delegates Allowed
25 to 64	President plus one
65 to 109	President plus two
110 to 179	President plus three
180 to 349	President plus four
350 or more	President plus five

- 20.1.3 Branches shall submit their current membership roster to the ARTA office at the request of the Board of Directors.
- 20.1.4 Non-Voting Members
 - 20.1.4.1 Full members of ARTA are welcome to attend the AGM or Board of Directors meetings as observers at their own expense.
 - 20.1.4.2 At the pleasure of the Board of Directors, representatives of other organizations may be invited as observers at the AGM and other meetings of ARTA.
 - 20.1.4.3 Official ARTA representatives (Bylaw 6, Section 7) to other organizations will attend and report to the AGM but may not vote.
 - 20.1.4.4 An observer may not vote and may speak to the meeting only with the permission of the chair.
 - 20.1.4.5 Standing committee members, other than the committee chair who is an accredited member, may attend board meetings and the AGM at the invitation of their chair but may not vote. Expenses of these invited members are to be paid by ARTA.
- 20.2 The representative to ACER-CART shall be for a two-year term.
- 20.3 Representation with other organizations may include liaising, supporting and working with like-minded organizations.
 - 20.3.1 The Strategic Planning and Advocacy Committee (SPAC) will investigate other organizations for their suitability, efficacy, compatibility and consistency with ARTA's apolitical status based on the following criteria:
 - 20.3.1.1 Vision, mission purpose;
 - 20.3.1.2 Type of work done;
 - 20.3.1.3 Target audience;
 - 20.3.1.4 Levels of success; and
 - 20.3.1.5 Other partnerships.
 - 20.3.2 SPAC will present their recommendations to the Board of Directors for approval.
 - 20.3.3 Representatives will be guided by ARTA Bylaws and Policies and Procedures.

- 20.3.4 Only the president or designate has the authority, on behalf of ARTA, to interact with the public, press, or other entities. Unless authorized to do so, representatives shall not speak for the Board.
- 20.3.5 Representatives will report to SPAC with a written report, following each meeting attended.
- 20.3.6 Representatives to other organizations shall be selected by the Board of Directors.

21.0 Expense Guidelines

21.1 The reimbursement of expenses to ARTA members is meant to cover out-of-pocket costs that are not normally part of everyday expenses. The following guidelines are to be used in the submission of ARTA expense claims, which will be reviewed annually. Expense claims will be paid to authorized persons attending meetings. GST is included in the following prices. Only reasonable expenses will be paid.

21.1.1 Travel Expenses

- 21.1.1.1 Car mileage is round trip mileage at 54 cents per kilometre, *(Reviewed September 2016)*.
- 21.1.1.2 The most economical use of a plane, train, bus or other form of transportation will be paid upon presentation of a commercial receipt.
- 21.1.1.3 Any member seeking reimbursement for travel from a location other than his/her permanent residence, will be paid the lesser cost of travel from (a) the member's place of permanent residence or (b) travel from another location.

21.1.2 Accommodation Expenses

- 21.1.2.1 Accommodation expenses will be paid if a person lives outside a 50 kilometre radius from the location of the meeting. Expenses such as room service, telephone calls, will not be covered.
- 21.1.2.2 Accommodation expenses up to \$175 per diem will be paid upon presentation of a receipt from a hotel, inn, bed and breakfast, or other commercial establishment.
- 21.1.2.3 Accommodation expenses up to \$50 per diem may be paid without receipts.

21.1.3 Meal Expenses

21.1.3.1 Meal expenses will be paid up to a maximum of \$90 per person, per diem with itemized receipts and are limited to the following amounts:

breakfast	\$20
lunch	\$25
dinner	\$45

21.1.3.2 Should a meal be provided by ARTA then no claim can be made if a meal is eaten elsewhere.

21.1.3.3 With no receipt, meal allowances will be paid up to \$50 per person, per diem and limited to the following amount:

breakfast	\$ 10
lunch	\$ 15
dinner	\$25

21.2 Nominated non-voting members attending the AGM shall be eligible for reimbursement of expenses incurred at the discretion of the Nominations and Finance committees.

22.0 Branch ATA Convention Initiative

22.1 Branches are eligible to receive an incentive to participate in ATA conventions by submitting an invoice to the CEO/executive director for the cost of purchasing a convention display area. The total cost of the display area, with a copy of the invoice from the ATA Convention Association to the branch, must be attached. In addition and as part of the invoice submitted to ARTA, ARTA will cover, if necessary, the expenses of up to four (4) branch members per day to represent ARTA and their branch at the convention display. Expenses will be paid in accordance with ARTA Expense Guidelines (*Policy 21.0*).

23.0 Conference and Convention Attendance

23.1 ARTA encourages the attendance of Board and Committee Members at conferences and conventions relevant to their function that promote the interchange of ideas and the professional growth of those who attend.

23.2 ARTA supports such attendance through the provision of appropriate funding as allocated in the annual budget. This funding is provided for board and/or committee Initiatives, and criteria for identifying activities shall be consistent with the ARTA's Mission and Strategic Plan.

- 23.3 Approval and funding from a budget line may be granted by the appropriate Committee Chair or CEO/executive director, subject to there being available funds, and the request being consistent with the identified purpose of the Initiative.
- 23.4 Applications must include full particulars as to the nature and dates of the conference and the reason for the member's attendance.
- 23.5 On return, there is an expectation of a report from funding recipient, and that knowledge gained will be shared with other in ARTA.
- 23.6 Travel and Subsistence Authorization Forms
- 23.6.1 These forms, obtainable from ARTA Office need to be completed and signed for the conference or convention, which the member plans to attend. Members must have such forms signed by the appropriate Chair, and submit them to the CEO/executive director.
- 23.7 Advance of Expenses
- 23.7.1 For each trip, the CEO/executive director is authorized to make an advance covering the estimated cost of transportation, registration, and accommodation, providing the attendee presents adequate documentation.
- 23.8 Expense Claim Form
- 23.8.1 Following completion of the trip, each person concerned shall submit a completed Expense Claim Form to the office for reimbursement of other eligible expenses.
- 23.9 Eligible Expenses
- 23.9.1 ARTA will reimburse authorized delegates for reasonable out-of-pocket expenses incurred due to attendance at approved conferences and conventions. Such expenses may include the following and receipts are noted when required:
- 23.9.1.1 Registration Fees;
- 23.9.1.2 Accommodation as determined by ARTA Policy;
- 23.9.1.3 Meals as stipulated in ARTA Policy;
- 23.9.1.4 Taxi and Parking Costs when the use of a taxi or parking service is necessary;
- 23.9.1.5 Miscellaneous out-of-pocket expenses must be supported by receipts.
- 23.10 Transportation
- 23.10.1 In all cases in which air service exists, travel will normally be by air, and the delegate will be reimbursed for return economy air fare upon submission of a copy of the air fare ticket.

- 23.10.2 The CEO/executive director is permitted to make individual exceptions to accommodation and meal guidelines in circumstances where conference costs are demonstrated to exceed those guidelines.

24.0 Scholarships

- 24.1 The Governance Committee is responsible for the selection of scholarship winners.
- 24.2 All scholarship recipients and their ARTA sponsors are invited to attend the AGM.
- 24.3 Branches are encouraged to invite recipients unable to attend the AGM to a branch meeting at which they would be recognized. The ARTA office will provide branches with the names and addresses of the recipients and certificates for presentation.
- 24.4 Scholarship Criteria and Scholarship Application Forms are provided in the Policies and Procedures, from the ARTA office and on ARTA's website at www.arta.net.

25.0 Board of Trustees of the ARTA Benefit Plan Trust Fund

- 25.1 Composition and Election of Board of Trustees
- 25.2 The Board of Trustees shall be comprised of six full members in good standing.
- 25.3 Elections for replacement trustees shall occur annually at the May meeting of the Board of Directors.
- 25.4 Each elected member shall serve a three-year staggered term to maintain continuity.
- 25.5 Trustees will not normally be appointed or elected for more than the equivalent of two three-year terms.
- 25.6 Nomination procedures are provided in Section B.8.8.
- 25.7 In the event of a vacancy on the Board of Trustees, the Board of Directors may appoint a full ARTA member to serve the remaining term until the next election of the Board of Trustees.
- 25.8 A trustee shall not be a member of ARTA's Board of Directors.
- 25.9 Members of the Trust may not serve on any committee.
- 25.10 A trustee shall not be an employee of ARTA.
- 25.11 Each trustee must be bondable.

- 25.12 The chair of the Board of Trustees shall be selected annually by the Board of Trustees.
- 25.13 The chair of the Board of Trustees shall report to ARTA's Board of Directors at each of the Board of Directors meetings.
- 25.14 The chair or designate of the Board of Trustees shall communicate with the ARTA Health Benefits Committee as required.
- 25.15 The roles and responsibilities of the Board of Trustees shall be to:
- 25.15.1 manage investments of the ARTA Benefit Plan Trust Fund and its reserves,
 - 25.15.2 establish appropriate trusts and bank accounts,
 - 25.15.3 hold insurance contracts and refunds,
 - 25.15.4 report on its investment portfolio at each ARTA board meeting,
 - 25.15.5 conduct an annual audit of the Trust.
 - 25.15.6 ensure all required reports are submitted as scheduled to relevant government agencies.
- 25.16 Reporting
- 25.16.1 The chair of the Trust or a person designated by the chair of the Trust shall provide written and signed reports to all scheduled quarterly meetings of the ARTA Board of Directors including the following:
 - 25.16.1.1 unaudited financial statements of the Trust since the previous ARTA Board of Directors meeting,
 - 25.16.1.2 a snapshot of the current Trust investment policies,
 - 25.16.1.3 annual Trust audited statements for the May Board of Directors meeting, and
 - 25.16.1.4 a budget of Trust operational activities for the new fiscal year for the November Board of Directors meeting.
- 25.17 Trustees should have the following characteristics:
- 25.17.1 be trustworthy and able to maintain confidentiality,
 - 25.17.2 have the ability to communicate effectively,
 - 25.17.3 be willing to continue further education related to the role of a trustee or other pertinent information,
 - 25.17.4 be willing to commit time to prepare for trustee meetings, and

- 25.17.5 be willing to place the affairs of the trust as a high priority.
- 25.18 The Board of Trustees collectively should have the following characteristics:
 - 25.18.1 possess a basic understanding of the financial audit process,
 - 25.18.2 demonstrate some knowledge of the ARTA Benefit Plan, investments, insurance and risk management for non-profit organization,
 - 25.18.3 have knowledge of bylaws, policies and pertinent legislation relating to the Trust, and
 - 25.18.4 have some experience as a director or trustee of a moderate to large organization.

26.0 Purchase of Goods and Services

- 26.1 The procurement of goods and services is a critical component of the operation of ARTA and is done under the supervision of the CEO/executive director and the following provisions:
 - 26.1.1 establish operational guidelines and procedures for open and accountable purchasing of goods and services for ARTA,
 - 26.1.2 ensure that maximum value is attained,
 - 26.1.3 meet the organization's need for prudent asset management and protection.
- 26.2 Under this policy, the CEO/executive director is responsible for the following:
 - 26.2.1 entering into and supervising contracts on behalf of the association regarding operations,
 - 26.2.2 providing supervision and guidance for purchases in matters of price, quantity and delivery at the quotation and ordering stage of the purchasing process,
 - 26.2.3 identifying, where appropriate, alternate sources of supply,
 - 26.2.4 providing acceptable terms and conditions for purchasing actions,
 - 26.2.5 defining and maintaining appropriate records of purchases and assets,
 - 26.2.6 ensuring appropriate insurance for protection of assets,
 - 26.2.7 communicating with committees for current and planned purchasing needs,

- 26.2.8 assisting in establishing and updating specifications for required goods and services,
- 26.2.9 ensuring member expense and accommodation guidelines as established in policy and procedures are followed as closely as possible.
- 26.3 Under this policy, the committees are responsible for the following:
 - 26.3.1 identifying, where possible, needs and sources for purchasing,
 - 26.3.2 discussing those needs with the CEO/executive director or designate to determine which expenditures they can proceed with on their own and which will be expedited by the office, and
 - 26.3.3 submitting member expenses to the CEO/executive director as per the established guidelines and procedures.
- 26.4 Each year the association establishes and approves a budget based on submissions from committees for both committee meeting expenses and committee initiatives and submissions from the CEO/executive director. Purchases and services included in the budget may proceed on the following authority:
 - 26.4.1 where items have been included in the approved budget passed at the AGM:
 - 26.4.1.1 purchases within the budget of that committee must be approved by a motion of the authorizing committee,
 - 26.4.1.2 purchases of less than \$1000 may be approved by committee chairs as long as they have sufficient funding identified in their budget,
 - 26.4.1.3 purchases of \$1000 to \$10,000 will be approved by the CEO/executive director in consultation with the committee chair.
 - 26.4.1.4 purchases in excess of \$10,000 will be approved by the CEO/executive director in consultation with the Finance Committee.
 - 26.4.2 where items or services are emergent and have not been included in the approved AGM budget:
 - 26.4.2.1 purchases of up to \$1000 may be authorized by committee chairs as long as sufficient funding can be identified in their budget,

- 26.4.2.2 purchases from \$1000 to \$10,000 shall be requested in writing to the CEO/executive director to be authorized by the Finance Committee, and then reported to the Board,
- 26.4.2.3 purchases in excess of \$10,000 must be approved by the Board.
- 26.4.2.4 The purchase of goods and services with a value in excess of \$5000 require competitive quotes, unless deemed impossible or impractical by the CEO/executive director.
- 26.4.2.5 The CEO/executive director may approve emergent travel or conference expenditures of up to \$10,000. Amounts in excess of \$10,000 must be approved by the Board.
- 26.4.2.6 Operational expenses over \$10,000 which are not approved by the budget must be recommended by the CEO/executive director and approved by a motion of the Board.

27.0 Alberta Retired Teachers Charitable Foundation

- 27.1 The Alberta Retired Teachers Charitable Foundation (ARTCF) is constituted under the Societies Act of Alberta, and has status as a Charitable Organization under the Canadian Revenue Agency (CRA).
- 27.2 Composition and Election of Board of Directors
 - 27.2.1 All members of the ARTA Board of Directors are voting members of the ARTCF Society (unless having asked to be excused.) They are ineligible to be Directors of the Foundation.
 - 27.2.2 At any Society Meeting, nominees to be "Associate members of the Society" may be approved. Associate members of the society once approved, are eligible for nomination for election as Foundation Directors.
 - 27.2.3 The Foundation's Board of Directors shall be comprised of non-voting members of the Society, elected in accordance with the provisions established in the Societies Bylaws.
 - 27.2.4 Elections for replacement Foundation Directors shall occur annually at the Annual General Meeting of the Foundation Society.
 - 27.2.5 The Society shall set the number of Foundation Directors in accordance with the Bylaws of the Foundation.

- 27.2.6 Each elected member shall serve a term of four years.
 - 27.2.7 Foundation Directors will not normally be appointed or re-elected for more than two terms.
 - 27.2.8 Nomination procedures shall be consistent with those detailed in ARTA Policy Section B - 8.8.
 - 27.2.9 In the event of a vacancy on the Foundation Board of Directors, they may continue with reduced membership, or may request the ARTA Board to convene as a special meeting of the Society to appoint a non-voting member of the society to serve the balance of the year until the next election for the Foundation Board of Directors.
 - 27.2.10 Normally, employees of ARTA will not serve as Foundation Directors.
 - 27.2.11 The Chair of the Foundation Board shall be elected annually by its Board of Directors.
- 27.3 Roles and Responsibilities
- 27.3.1 The roles and responsibilities of the ARTCF Board of Directors are defined in the Bylaws of the Alberta Retired Teachers Charitable Foundation.
 - 27.3.2 Directors of the Foundation should have the following characteristics:
 - 27.3.2.1 be trustworthy and able to maintain confidentiality;
 - 27.3.2.2 have the ability to communicate effectively;
 - 27.3.2.3 be willing to continue further education related to the role of a Director or other pertinent information;
 - 27.3.2.4 be willing to commit time to prepare for Foundation meetings;
and
 - 27.3.2.5 be willing to place the affairs of the Foundation as a high priority.
 - 27.3.3 The Foundation Board of Directors collectively should:
 - 27.3.3.1 have knowledge of bylaws, policies and pertinent legislation relating to the Foundation;
 - 27.3.3.2 have some experience as a director or trustee of a moderate to large organization;

- 27.3.3.3 manage bank accounts, reserves, investments and appropriate trusts of the ARTCF;
- 27.3.3.4 ensure appropriate insurance contracts are in place;
- 27.3.3.5 ensure completion of an annual audit of the accounts of the Foundation; and
- 27.3.3.6 ensure all required reports are submitted as scheduled to relevant government agencies and the AGM of the society.

27.4 Reporting

- 27.4.1 The Chair of the Foundation or a person designated by the Chair of the Foundation shall be invited to report to all scheduled quarterly meetings of the ARTA Board of Directors.

28.0 Participation in ARTA Committee Meetings by Electronic Means

- 28.1 An electronic meeting of the ARTA Committees is recognized as a legitimate means of doing business.
- 28.2 It is the preference of ARTA that committee meetings be held at a common location to conduct business, with members and assigned staff physically present at the meeting.
- 28.3 Notwithstanding this preference, from time to time, one or more members may participate in a meeting by electronic means or other communication facilities, subject to satisfying the following requirements:
 - 28.3.1 any acceptable electronic means or other communication facility must permit the members not physically present at the meeting to hear and be heard or watch and be heard by all other participants in attendance;
 - 28.3.2 unless otherwise approved by ARTA Policy, the electronic means of communication will be limited to land-line telephones or communication facilities that provide simultaneous audio and video communication; and
 - 28.3.3 electronic attendance may be permitted for regular meetings of a Committee, and for special meetings, with the exception of meetings or agenda items held in-camera, requiring confidentiality and security.
- 28.4 At every meeting of the Committee, the following persons must be physically present in the meeting room:

- 28.4.1 the Chair of the Committee or his or her designate;
 - 28.4.2 enough members to ensure a quorum; and
 - 28.4.3 the Executive Director/CEO or delegate.
- 28.5 Members wishing to participate in a meeting by electronic means must:
- 28.5.1 notify the Executive Director/CEO a minimum of forty-eight hours prior to the stated commencement of the meeting that they will be physically absent and wish to participate electronically;
 - 28.5.2 notify the Executive Director/CEO of the location at which they can be reached;
 - 28.5.3 arrange to have access to all information that is distributed prior to the meeting, and to a means to receive copies of all information that may be circulated at the meeting;
 - 28.5.4 be available at the scheduled commencement of the meeting;
 - 28.5.5 formally provide a verbal statement to the meeting of their identity in order that only members are participating in decisions;
 - 28.5.6 verbally inform the chair if and when they wish to speak;
 - 28.5.7 inform the chair if they depart from a meeting, whether temporary or permanent; and
 - 28.5.8 ensure that they comply with the requirements of this Policy.
- 28.6 At a meeting of the committee at which one or more members are present electronically, voting on all motions shall be done verbally, with the chair asking each member to indicate whether they are in favor, opposed or abstain to each motion by stating their name.

SECTION C: THE ROLE OF THE CEO/EXECUTIVE DIRECTOR

The responsibility of the Board of Directors is generally confined to establishing topmost policies, leaving implementation and subsidiary policy development to the CEO/executive director. Outcome policies direct the CEO/executive director to achieve certain results. Constraint policies ensure the CEO/executive director acts within acceptable boundaries of prudence and ethics.

All board authority delegated to staff is delegated through the CEO/executive director so that all authority and accountability of staff can be phrased, insofar as the Board is concerned, as authority and accountability of the CEO/executive director.

The CEO/executive director is authorized to make decisions, take actions and develop activities that are true to the Board's policies.

The Board may, by extending its policies, rescind areas of the CEO/executive director's authority, but will respect the CEO/executive director's choices so long as the delegation continues. This does not prevent the Board from obtaining information about activities in the delegated areas.

Should the CEO/executive director deem it necessary to deviate from a Board constraint policy, direction from the president and/or the Board of Directors shall be sought.

1.0 Areas of Authority

- 1.1 The CEO/executive director holds a key leadership position in the organization. Under the authority of the Board, the CEO/executive director assumes complete responsibility for carrying out assigned policies and regulations. The CEO/executive director has the authority to direct the implementation of the organization's programs and services, and is responsible for the management of all staff members.
- 1.2 The CFO/director of finance and the COO/director of member services are accountable to and are directed by the CEO/executive director.

2.0 Expectations

- 2.1 Functions as ARTA's chief executive officer (CEO) and in terms of administrative functions and relationships with service providers;
- 2.2 Manages the day-to-day operations of the organization;
- 2.3 Serves as a professional advisor to the board;

- 2.4 Recommends appropriate policy issues for the Board's attention;
- 2.5 Implements all policies adopted by the Board;
- 2.6 Hires, trains, delegates, supervises, evaluates and disciplines staff (up to and including termination);
- 2.7 Attends all board meetings and, as an ex officio member of all committees attends or sends a representative to all meetings;
- 2.8 Acts as a consultant to the Board and its committees;
- 2.9 Assists the Board in developing and conducting advocacy programs; and
- 2.10 Ensures the goals of the strategic plan are met.

3.0 Key Responsibilities

3.1 Leadership

- 3.1.1 Works in collaboration with staff, and like-minded community agencies and groups, to accomplish objectives and to fulfil responsibilities as outlined in ARTA's Strategic Plan;
- 3.1.2 Encourages team-building by facilitating open communication and positive working relationships with staff;
- 3.1.3 Establishes control and follow-up mechanisms for the organization; and
- 3.1.4 Develops positive interpersonal relationships with all stakeholders.

3.2 Strategic Planning

- 3.2.1 Examines both the internal and external environment to identify emerging issues that affect the organization and brings these to the attention of the Board;
- 3.2.2 Sets specific organizational goals and outcomes, under the direction of the Board of Directors;
- 3.2.3 Sets goals for management practices;
- 3.2.4 Sets program and service goals;
- 3.2.5 Identifies the required resources to achieve goals;
- 3.2.6 Communicates with key stakeholders to identify the changing needs and conditions of the community that is served by the organization;
- 3.2.7 Considers the impact of several alternative plans to address the changing conditions; and

- 3.2.8 Participates in the creation of the organizational vision in cooperation with the board of directors.
- 3.3 Advocacy
 - 3.3.1 Promotes community awareness of the organization's mission, vision and Strategic Plan;
 - 3.3.2 Participates in networking and community relations activities on behalf of the organization;
 - 3.3.3 Builds strong working relationships with others, both inside and outside the organization, and enlists their support of the Objects of the organization;
 - 3.3.4 Assists in preparing an advocacy program and acts as an advocate for the organization and its programs;
 - 3.3.5 Works with key external stakeholder groups;
 - 3.3.6 Identifies and researches funding opportunities;
 - 3.3.7 Facilitates a communication plan that informs the community of the activities and direction of the organization; and
 - 3.3.8 Supervises the membership recruitment campaign.
- 3.4 Program Management
 - 3.4.1 Facilitates the research, planning, development, implementation and evaluation of programs and services;
 - 3.4.2 Makes sure that programs and services meet the Board's policy guidelines; and
 - 3.4.3 Supervises the implementation of the organization's programs and services.
- 3.5 Personnel Management
 - 3.5.1 Interprets board policy decisions to staff;
 - 3.5.2 Hires, supervises, evaluates and disciplines staff (up to and including termination);
 - 3.5.3 Trains and motivates staff;
 - 3.5.4 Sets clear, results-oriented goals with realistic and measurable outcomes;
 - 3.5.5 Supports goal achievement, coaches and monitors performance;
 - 3.5.6 Assists individuals in developing the necessary skills to be successful within the organization;

- 3.5.7 Supports and encourages staff initiatives;
 - 3.5.8 Observes and evaluates ongoing performances;
 - 3.5.9 Provides regular, appropriate, and constructive feedback; and
 - 3.5.10 Ensures creation of a human resources manual to be referenced by appropriate staff.
- 3.6 Financial Management
- 3.6.1 Advises the Finance Committee;
 - 3.6.2 Implements the policies of the Board for the allocation and distribution of resources;
 - 3.6.3 Provides sufficient information to enable reasonably accurate projections of revenues and expenses, separation of capital and operational items, cash flow, subsequent audit trails, and disclosure of planning assumptions;
 - 3.6.4 Administers the operating and reserve funds of the organization, according to the budget approved by the Board and ratified at the AGM;
 - 3.6.5 Incorporates the approved business plans and initiatives developed by the Board and committees;
 - 3.6.6 Prepares an annual plan for capital priorities that includes replacements, maintenance and additions;
 - 3.6.7 Maintains current liquid assets at a level that meets ARTA's liabilities;
 - 3.6.8 Makes certain tax payments and other government documents are filed accurately and on time;
 - 3.6.9 Seeks board approval before
 - 3.6.9.1 Incurring debt in an amount greater than can be repaid within 30 days,
 - 3.6.9.2 Allowing cash to drop below the amount needed to settle payroll and debts in a timely matter,
 - 3.6.9.3 Using any long term reserves, and
 - 3.6.9.4 Allowing actual allocations to deviate significantly from the approved budget;
 - 3.6.10 Ensures the assets of the organization are properly maintained;

- 3.6.11 Invests operating or capital funds in secure investments; and
- 3.6.12 Maintains a reserve fund into which interest from all accounts is directed.
- 3.7 Risk Management
 - 3.7.1 Ensures that no practice, activity, decision or organizational circumstance that is unlawful, imprudent or in violation of commonly accepted business and professional ethics occurs;
 - 3.7.2 Adheres to Alberta's Societies Act, ARTA's Bylaws, ARTA's Policies and Procedures and any other related governing Acts and/or policies;
 - 3.7.3 Assures that property is inventoried and a security system is in place to ensure adequate safeguards against loss, damage or theft of property;
 - 3.7.4 Allows no one individual to have complete authority over a financial transaction;
 - 3.7.5 Seeks board approval to sell or otherwise dispose of assets;
 - 3.7.6 Refrains from acquiring, encumbering or disposing of real property;
 - 3.7.7 Enters into an agreement for services only if the contractor provides sufficient proof of acceptable standards of operation;
 - 3.7.8 Functions within contractual agreements that are regularly monitored; and
 - 3.7.9 Obtains legal counsel regarding any issue that may significantly affect the organization.

4.0 Performance Review of the CEO/Executive Director

- 4.1 Cooperates with and participates in the annual review process conducted by the Human Resources Committee;
- 4.2 Assists in the assessment of his/her fulfilment of the expectations and responsibilities as outlined in *Section C: ARTA Policies and Procedures*;
- 4.3 Reviews, either confirms or modifies the assessment, and signs it to acknowledge receipt of the report before the results are shared with the Board;
- 4.4 Receives recommendations for change; and
- 4.5 Abides by the Board's decision as the final arbiter if conflict or disagreement with respect to the evaluation occurs.