Land Knowledge Circles

POLICIES & PROCEDURES SAMPLES TOOLKIT

Inclusive Leadership Toolkit for Grassroots and Inclusive Leadership

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1.0 PREAMBLE

1.1 Introduction

The following document aims to assist in providing guidance to members of social sector organizations who seek to implement the tenants of inclusive leadership within their governing structures. It contains a series of policies, and practices with an emphasis on diversity and inclusiveness that can be adopted by a wide range of organizations. This paper is a part of a larger Inclusive Leadership Toolkit for The Land Between, which aims to provide resources to community groups on the inclusion of grassroots democracy, equal voice, and inclusive leadership within their organizational structures and outputs.

This document begins with five highlighted governing principles that has been shown to be the strongest guides for grassroots organizations wishing to implement meaningful social, cultural, and political change. In analyzing a wide range of literature, it is clear that the Institute For Good Governance (IOG) provides the strongest selection of guiding principles for grassroots organizations.

Following IOG's 5 principles for good governance, a series of policies and practices that support the objectives of the selected principles is showcased.

The section and selection of Policies and Practices is not to provide a strict guideline for how grassroots organizations ought to be governed; rather, it is to serve as a resource for organizations, from which they can extract, utilize, or adapt as they see fit. It is also to give organizers within the social sector a broad idea as to the elements and processes for governance in an inclusive organization.

1.2 Project Methodology & Reflections

Research for this project was conducted using a literature review of aggregated resources, and then independent research on policies and practices of existing NGOs, private entities, and public sector organizations. The former of these methods was conducted by reviewing an annotated bibliography

developed for the Knowledge Circles project, by The Land Between organization and Lauren Roberts. The resources listed in the bibliography contains a breadth of supporting information; primarily relating to bioregionalism, co-operatives, and good governance (See Knowledge Circles Resource List and Bibliography at www.knowledgecircles.ca).

The insights gathered from these sources as well as from discussions with Lauren Robert and Leora Berman, provided an idea of relevant aspects to list and communicate within this toolkit, and provided a conceptual framework for subsequent research on the best principles, policies, and practices for inclusive governance. Of particular usefulness were insights gleaned from the Institute on Governance's "Principles for Good Governance in 21st Century" policy brief. This document contains five "Good Governance Principles", which have been influenced primarily by the United Nations Development Program.[1] This by far is the strongest resource, providing a central foundation to this project. All subsequent policies and procedures are inspired by these principles. These principles are listed at the onset of the toolkit, under the "Principles" section of this document.

While the IOG's insights have been essential in providing a fundamental basis for strong governing principles, it is evident that the tenants of **diversity** and **equal voice** are those which most directly support efforts that intend to fulfill a mandate of inclusive governance.

While "equal voice" appears, on the surface, to be already covered by IOG's principle of "Legitimacy & Voice", here it only indicates a desire for input from the organizational membership, and not from others. Too, the extent of the said inputs is ill-defined. Meanwhile, diversity, dialogue and duration are known as required practices in order to reach a robust average.[2]; Therefore, guiding principles for social sector organizations or efforts that wish to operate democratically, the measure of the democratic nature of these organizations can be viewed as a scale, in which "Legitimacy and Voice" is

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[1] Jonathan Graham, Bruce Amos, and Tim Plumptre, "Principles for Good Governance in the 21st Century", *Institute for Good Goverance Policy Brief No. 15* (August 2003), 3.

[2] Mario Sigman and Dan Ariely, 2017, https://videopress.com/v/ruIK66hp

held as a minimum standard, and "equal voice" with diversity or representation is the highest measure of democracy- where members are representative of the diversity of the area of operation and influence and where each member has input that is shared and honoured to the fullest extent in an equitable manner.

Research into the annotated bibliography and further independent research indicated the co-operative model was the strongest official framework for democracy (equal voice) within organizations: Co-operatives are governed by the principles of democratic control by membership, as well as autonomy and independence.[3] However, the decision to choose the IOG's principles for good governance, rather than the co-operative principles, as the guiding principles of this project was decided because, while the co-operative model provides a strong framework, they may be too restrictive in their orientation to be applied to pre-existing organizations that do not already follow these tenants. Nonetheless, organizations seeking to maximize their orientation towards a framework of grassroots democracy and equal voice ought to view the co-operative structure as a prime example of such a model.

The addition of **diversity** as a guiding tenant of the toolkit was influenced as well by Kathryn Savioe Michelle Lin, who notes that organizations whose members lack an understanding of issues related to social indicators face challenges regarding outreach and recruitment.[4] As such, they are limited in their overall capacity to implement meaningful change. Homogeneity and underrepresentation, whether it is gender, race, or class-based, or even if it is generational, is detrimental to any organization that seeks to be inclusive. Therefore, diversity is an asset as a principle, diversity is not specifically prescriptive, however nor is it limiting- and therefore speaks more broadly to the value of

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[3] International Co-operative Alliance, "Co-operative identity, values, and principles" https://ica.coop/en/whats-co-op/co-operative-identity-values-principles

[4] Kathryn Savoie & Michelle Lin, *Building Capacity Through Diversity: Towards a more diverse and just environmental movement in Michigan* (Michigan: ACCESS Community Health and Research Center, 2005), 5-6

difference and pluralism across all aspects of membership, mandate, impact and partnerships. Within governance diversity can be defined similarly to the principle of **representation**; having all stakeholders represented in discussions and in decision making including from each culture, gender, classification, focus, sector, age-class, etc.

Following these insights, it is clear that organizations may follow each of the IOG's 5 principles and choose subsequent policies and procedures, but without **diversity** and **equal voice** at the forefront of their operations, they are not truly following a mandate of inclusivity. The decision to include these tenants as the general rule is also in line with our approach of looking at a diversity of governance models and traditional cultural teachings within the Knowledge Circles project.

2.0 IOG'S 5 PRINCIPLES FOR INCLUSIVE GOVERNANCE

Source: https://knowledgecirclesca.files.wordpress.com/2017/05/principles-for-good-governance.pdf

The Institute for Good Governance (IOG) provides five key principles to guide the institutional structures of social sector organizations attempting to facilitate grassroots change. These principles are guided primarily by The United Nations Development Program (UNDP).

2.1 Legitimacy & Voice

All members ought to have a voice within the decision-making process of movements that adhere to inclusive governance. Ensuring the fundamental freedoms of association and speech, as well as the capacity to participate constructively is fundamental to facilitating this principle.

2.2 Fairness

Fairness means ensuring an equitable relationship exists between members. As such, all members ought to have meaningful opportunities to improve and/or maintain their wellbeing. Fairness also means bylaws and mandates should be fair and enforced impartially. Members will be most effective in fulfilling their roles when their duties and objective of the organisation as a whole are clearly outlined.

2.3 Performance

The organization ought to ensure that its processes and mechanisms of governance try to best serve all stakeholders. This means ensuring traits of effectiveness and effiency are utilized and resources available are put to their best use.

2.4 Accountability

The organization must be accountable to its membership, the public at large, and all relevant stakeholders. This means that vital information regarding the functioning processes of the organization are to be directly accessible to all concerned parties.

2.5 Direction

There must be broad and long-term strategic vision for the good governance of your organization, as well as an understanding of what is needed to achieve its goals. There must also be an understanding of the complex historical, cultural, economic, and social factors from which this perspective is grounded.

3.0 SELECTION OF POLICIES FOR INCLUSIVE GOVERNANCE

Policies are systems of adopted principles used to guide decision-making processes and to achieve desired organizational outcomes. The following are lists of policies that can be tailored and adopted social sector organizations or efforts. These policies are generally guided by IOG's principles of good governance, as well as the principle of diversity.

The principle of diversity values difference and pluralism. It is diminished however without the adoption of the principles of equal voice and representation. within the meaningful dialogues and decision-making of the organization. Equal voice generally means that each member has equal access to provide input and that their input is equally weighted or meaningful. Representation means that the full spectrum of stakeholders within the area of concern is represented within the membership, within the decisions and/or within the effort. This may include representation across genders, classes, cultures, age-classes, sectors, jurisdictions, and areas. See the Knowledge Circle Curriculum manual for how to identify stakeholders. Note that embracing diversity in only discrete or limited forums and processes of the organization weakens the effort overall. Diversity is a source of strength and it is recommended that it is embraced in each of governance, operations, and partnerships.

3.1 Diversity

Diversity policies strive to ensure a broad range of voices, but especially those of marginalized voices, are given equal opportunity to contribute meaningfully to organizational processes. These voices include - but are not limited to - racialized people and people with disabilities. Diversity policies tie into the IOG principles of fairness and legitimacy and voice; and again, relate to equal voice and representation.

SAMPLE POLICY FROM EXAMPLE FROM CCIC

Source: http://www.ccic.ca/_files/en/what_we_do/002_org-dev_1998-10-03_policy_kit.pdf

NGO is committed to working toward gender equity and the participation of minorities within its governance structures. NGO will work toward the elimination of systemic barriers that have prevented this participation. NGO believes that those being affected by the decisions of a board of directors should be reflected in the decision-making process and be able to influence that process.

EXAMPLE FROM OXFAM CANADA

Source: https://www.oxfam.ca/about/accountability-transparency/equity-and-diversity-policy

Oxfam Canada is committed to developing a diverse organization that is reflective of and responsive to the diversity of Canada and the world, in which women and men, girls and boys, in all their diversities, are respected and valued.

Oxfam Canada is committed to promoting an equitable organization where every member, volunteer, staff and Board member can realize their potential through valued contributions.

Oxfam Canada is committed to developing an inclusive organization which is able to attract, retain and accommodate a range of diverse people who will feel valued and confident within the organizational environment.

EXAMPLE FROM THE LAW SOCIETY OF ALBERTA

Source: https://dvbat5idxh7ib.cloudfront.net/wp-content/uploads/2017/02/23152930/Guidelines_for_Drafting_and_Implementing_Diversity_and_Equality_Policy_2005.pdf

[Name of firm] aims to create a workplace environment where diversity is encouraged and in which every member of the firm can realize his or her potential for excellence.

This policy is intended to guarantee equal opportunities for all firm members including students, legal and non-legal staff, associates, and partners. Discrimination on the grounds of race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, marital

status, sexual orientation, source of income or family status is prohibited by the Alberta Human Rights, Citizenship and Multiculturalism Act and the Alberta Professional Code of Conduct, and is expressly prohibited at [Name of firm], in any work-related activity, or in any of the firm's employment or recruitment practices.

[Name of firm] acknowledges that barriers to equality are often systemic; that discriminatory practices and attitudes are often entrenched as custom within workplaces, and are not recognized as harmful; and that sometimes, employees must be treated differently in order to achieve substantive equality.

3.2 Conflict of Interest & Duty

Conflict-of-interest can involve both personal gains or benefits that are not monetary, and of course, pecuniary interests.

Conflict of duty arises where an individual represents and has a vested interest in another effort, organization or public body and therefore whose motivation(s) and also input may be biased.

For inclusiveness, fairness and equal voice within an organization or effort, all undue influences and interests must be alleviated as they may sway the power balance and diminish trust and openness in and of the organization.

Conflict of interest and duty policies ensure that the personal interests and external responsibilities of members do not conflict with the best interests of the organization at large.

These policies relate too to the principles of direction, accountability, and performance.

Differing policies may vary in scope, with some only affecting members of the Board of Directors, with others affecting all membership. Determining the scope of this policy will depend on the overall governing structure of the organization.

BELOW ARE SOME EXAMPLES OF POSSIBLE CONFLICTS THAT MAY ARISE

Source: https://www.cof.org/sites/default/files/documents/files/Sample-Conflict-of-Interest-Policies-From-Council-Members.pdf

- Engaging in any outside activity, which detracts from the efficiency of your duties as an employee of the Foundation. This includes serving on the board of organizations that are current or potential grantees of the Foundation without the approval of the President and the Board of Directors;
- Engaging in any activity which conflicts with the interest or purpose of the Foundation;
- Engaging in any financial, business or other relationships with current or potential grantees of the Foundation;
- Accepting in any form whatsoever, any remuneration, compensation or gift from current or potential grantees of the Foundation. Likewise, no employee shall provide or give gifts or favors to others where these might appear designed to influence improperly others in their relations with the Foundation;
- Failing to disclose to the President that an immediate family member is affiliated with a grantee or applicant.

A SAMPLE CONFLICT OF INTEREST POLICY PROVIDED BY COMPASSPOINT BELOW. WHILE THE LANGUAGE OF THIS POLICY ONLY APPLIES TO CONFLICTS OF INTEREST, ADJUSTMENTS CAN BE MADE TO ENSURE IT COVERS CONFLICTS OF DUTY AS WELL

Source: https://www.compasspoint.org/sites/default/files/documents/Guide%20to%20Fiscal%20Policies%20and%20%20Procedures.pdf

"All employees and members of the Board of Directors are expected to use good judgment, to adhere to high ethical standards, and to act in such a manner as to avoid any actual or potential conflict of interest. A conflict of interest occurs when the personal, professional, or business interests of an employee or Board member conflict with the interests of the organization. Both the fact and the appearance of a conflict of interest should be avoided."

EXAMPLE FROM CANDEVORG

Source: http://www.ccic.ca/_files/en/what_we_do/ethics_coi_policy_long_e.pdf

The Traditional Code-of-Conduct Approach to Setting Out Responsibilities

Overall Responsibility

1. Members of the CanDevOrg Board, staff and volunteers must arrange their private affairs and carry out their official duties in a manner that will prevent actual, foreseeable and perceived conflicts of interest from affecting decision-making in the organization.
2. If a conflict does arise between private interests and CanDevOrg duties, the conflict should be resolved in favour of the CanDevOrg duties.
3. Members of the Board and staff should respectfully raise, with those concerned, possible conflicts they see facing others in the organization.

Responsibility for Managing

Where prevention is not the solution, conflict of interest situations must be managed. Here are the steps to be taken by those involved in such situations, working together and supporting one another's ethical responsibilities.

1. Declare it. Ensure transparency by self-declaration, and by making sure that a record of the declaration is made.
2. Discuss it. In a doubtful situation, take a moment for a quick word with the chair of your meeting, or undertake a full dialogue with the group, if the situation warrants it.
3. Deal with it. Measures to mitigate or eliminate a conflict of interest will depend on what is appropriate to the severity of the situation. Options include:
    a. Restrict the involvement of the individual. For example, the individual may with draw from decision-making. This would not be appropriate if the conflict of interest arises frequently, or if the individual cannot be separated from parts of the activity.
    b. Recruit a third party to assist. For example, ask a disinterested party to sit on a hiring board. There will be situations where no appropriate third party is available.
    c. Remove the individual from affected duties. When "restrict" and "recruit" are not suitable options, the individual with the conflict may be removed from duties related to the conflict. The individual could transfer to other duties.

d. Relinquish the private interest. In cases of serious conflict, the individual may choose to drop the private interest, such as membership on the Board of another organization, which is causing the conflict.
e. Resign from the official duties. In serious cases where other solutions are not possible, the individual may have to resign from the position creating the conflict.

4. Document what has been done. Board minutes, correspondence to interested parties, or other documentation will provide a record of steps taken.

EXCERPT FROM THE AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS COMMISSION OUTLINES FURTHER POSSIBLE BOARD RESPONSIBILITIES

Source: https://www.acnc.gov.au/ACNC/Publications/COIguide/COIguide8.aspx

Responsibility of the board

- Establishing a system for identifying, disclosing and managing conflicts of interest across the charity
- Monitoring compliance with this policy, and
- Reviewing this policy on an annual basis, [following the annual general meeting], to ensure that the policy is operating effectively.

3.3 Accommodation Policy

Accommodation policies typically cater towards members who have disabilities, ensuring they have access to necessary accommodations when needed. Information regarding access should be readily available, and bureaucratic barriers should be minimal. These policies relate to the principles of legitimacy & voice and fairness.

THE ONTARIO HUMAN RIGHTS COMMISSION PROVIDES AN EXAMPLE OF AN ACCOMMODATION POLICY

Source: http://www.ohrc.on.ca/en/policy-primer-guide-developing-human-rights-policies-and-procedures/7-accommodation-policy-and-procedure

"XYZ Organization is committed to providing an environment that is inclusive and that is free of barriers based on age, race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex (including pregnancy) gender identity, gender expression, sexual orientation, record of offences,

marital status, family status and disability. XYZ Organization commits to provide accommodation for needs related to the grounds of the Ontario Human Rights Code, unless to do so would cause undue hardship, as defined by the Ontario Human Rights Commission's Policy on disability and the duty to accommodate.

Accommodation will be provided in accordance with the principles of dignity, individualization and inclusion. XYZ Organization will work cooperatively, and in a spirit of respect, with all partners in the accommodation process."

EXAMPLE OF A POLICY STATEMENT FROM THE CANADIAN HUMAN RIGHTS COMMISSION

Source: https://www.chrc-ccdp.gc.ca/sites/default/files/template_accommodation.pdf

[Name of Organization] is committed to fostering an inclusive workplace where all employees are treated with respect and dignity.

[Name of Organization] will act in a manner consistent with its obligations under the Canadian Human Rights Act [and the Employment Equity Act, if applicable: and title of provincial or territorial human rights legislation].

[Name of Organization] will provide a workplace that ensures equal opportunity free from discrimination based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability or pardoned conviction.

[Name of Organization] will provide reasonable workplace accommodation, short of undue hardship. The purpose of accommodation is to ensure that individuals who are otherwise able to work are not unfairly excluded from doing so when working conditions can be adjusted without causing undue hardship to the employer.

SAMPLE POLICY COMMITMENT FROM THOMAS REUTERS

Source: http://store.thomsonreuters.ca/dynamicdata/attacheddocs/hrdutytoaccommodate/carswell-sample-accommpolicy.pdf

The Company is committed to promoting and ensuring equality rights compliance in the workplace. The Company is committed to ensuring that accommodation needs are promptly identified by individuals seeking accommodation, properly assessed with a view to successfully responding to the accommodation needs that arise in this workplace.

Successful accommodation is a multi-party process. All members of the workplace community have important roles and responsibilities in connection with successful accommodation activity.

All members of the workplace community (senior management, management, supervisors, administration staff, hourly employees and bargaining agents) are required to provide their full cooperation to the processes directed at identifying and responding to accommodation needs. All members of the workplace community are required to provide their support to facilitate reasonable accommodation activity.

3.4 Partnerships & Engagement

Policies that effectively ensure your organization has the capacity and willingness to connect with other like-minded groups are integral to ensuring your mandate can best be fulfilled. Policies of this nature relate primarily to the principles of direction, performance, and accountability.

It is important to note however, that there is value in different perspectives and practices. Therefore, there is value in pursuing partnerships with different groups. Here you can increase understanding and resilience as well as find common ground, especially when embracing groups or sectors that may not seem immediately related, relevant, or even compatible. Therefore, it is important to look at organization mandates and desired outcomes, with this understanding, and then choose or tailor the related policies and operations. In these ways, engagement policies also relate to the principles of diversity.

EXAMPLE FROM FERONIA, A GRASSROOTS AGRIBUSINESS

Source: http://www.feronia.com/pages/view/ngo_engagement_policy

The Corporation believes that sustainable development is best pursued through partnership and collaborative efforts are desired on the part of both the Corporation and NGOs. However, it is not possible to collaborate with all NGOs that approach or are approached by the Corporation and therefore, in order to ensure transparency and fairness of process, criteria have been established against which NGO approaches are evaluated.

Every NGO approach is reviewed by senior management of the Corporation, typically the CEO and the COO, and approaches for collaboration are reviewed against the following criteria:

- Alignment of Values and Objectives: Are the NGOs objectives and/or mandate aligned with the Environmental and Social (E&S) values and objectives of the Corporation as defined by the Corporation's E&S Policies?
- Track Record: Does the NGO have a track record of successfully achieving its objectives? Will the NGO deliver on the commitments made to the Corporation?
- Resources: What resources would be required for any potential collaboration? Would this be technically and financially feasible for the Corporation?
- Timing: Does the Corporation have the resources available at this time to facilitate a potential collaboration? Will a potential collaboration be more effective at another time?
- Religious and Political Impartiality: NGOs objectives should not include the furtherment of political or religious creeds.
- Sustainability: Potential collaborations which provide benefits which can be sustained in the long term will generally be viewed more favourably than those whose benefits are short-term in nature.
- Dependency: The objectives of a potential collaboration should not create a dependency which cannot be sustained/supported by the Corporation in the long-term
- Community Development: Collaborations which use local resources, capacities and provide employment and/or training/furtherment opportunities for local people, especially underrepresented groups, will generally be viewed more favourably.
- Compatibility: Any collaboration should be compatible with existing environment, social and governance policies and/or strategies and the Corporation's wider Code of Business Conduct.

THE WORLD HEALTH ORGANIZATION OUTLINES 5 ADDITIONAL PRINCIPLES FOR ENGAGEMENT WITH PRIVATE SECTOR GROUPS

Source: http://www.who.int/pmnch/about/steering_committee/B10_11_item-8_Partnership_engagement_with_private_sector.pdf

1. Strategic alignment
    a. Engagement has clear links to PMNCH mission and priority actions, and is well aligned with the PMNCH strategy, priority actions, and work plan.
    b. Engagement is consistent and compliant with WHO technical norms and standards.
    c. Private sector organisation should not produce a product or engage in practices that would be detrimental to health in any way or harm PMNCH's / WHO's reputations.
2. Clear Value added
    a. Engagement demonstrates value for public health in the area of MNCH.
    b. Engagement is additive, and creates value which is over and above what could be achieved by PMNCH without engagement of the private sector.
3. Independence and impartiality
    a. Engagement must maintain PMNCH objectivity, integrity, independence and impartiality.
    b. Potential or actual, real or perceived conflicts of interests should be reported and managed in keeping with relevant WHO policy and PMNCH Board approved COI principles.
    c. Pursuit of the public health goal takes precedence over the interests of the private sector organization.
4. No endorsement and no exclusivity
    a. Engagement should not bestow any unfair competitive advantage to the private sector organization and should allow a level playing field for all companies by ensuring that the collaboration is open to all interested commercial parties on the same basis.
    b. Engagement should not provide endorsement or preference of a particular private sector entity, its products and / or services.
5. Transparency

a. While respecting individual privacy and institutional confidentiality, as appropriate, all interested persons (within PMNCH and public at large) should easily be able to obtain information on:
    i. benefits to PMNCH and private sector organization;
    ii. the nature and scope of activities;
    iii. rules of engagement and mechanisms of decision for selection process
    iv. delineation of roles, responsibilities, and contributions; and
    v. outcomes of engagement.

OXFAM CANADA HAS SIX CORE PRINCIPLES THAT GUIDE ITS PARTNERSHIP POLICIES

Source: https://www.oxfam.ca/our-work/our-approach/partnership-policy

1. Shared vision and values
2. Complementarity of purpose and value-added
3. Autonomy and independence

a. 4 Transparency and Mutual Accountability

4. Clarity on roles and responsibilities
5. Commitment to joint learning

3.5 Sponsorship Policy, General Funding

Sponsorship and General Funding Policies seek to ensure that investments and donations both to and from organizations serve to help fulfill fundamental mandates and objectives. Often organizations must look at the alignment of sponsors and funding sources to their principles, purposes, ethics and even to their official articles. For instance, accepting donations from political parties or partisan groups may not be permitted for charities, and in any case may impact the image of the effort/organization. Also, sponsorship or funding by groups that have alternate practices and principles to those of the organization may pose problems. It is best to look for strong alignments in the goals, ethics and principles between sponsor and agency.

Policies of this nature relate to the principles of direction and accountability.

EXAMPLES FROM THE ONTARIO ENVIRONMENTAL NETWORK

Source: https://knowledgecircles.ca/sample-bylaws-policies-and-procedures/

Sponsorship Policy

"The Ontario Environment Network accepts sponsorship from companies and organizations which, in its judgment, are environmentally responsible and demonstrate an ethical awareness of environmental, economic and social issues. Decisions to accept sponsorships are made on a case-by-case basis in accordance with the OEN's member group's interests."

Ethical Investment Policy

"The Ontario Environment Network, when in a position to do so, will invest inactive capital in companies, organizations and investment opportunities which, in its judgment, are environmentally responsible and demonstrate an ethical awareness of environment, economic and social issues. Decisions about where to invest these monies are made on a case-by-case basis in accordance with the OEN's member group's interests."

EXAMPLE FROM THE ONTARIO LAND TRUST ALLIANCE

Source: http://olta.ca/wp-content/uploads/2015/05/20392_file.pdf

[ORGANIZATION] may solicit and accept sponsorships for events, programs and operations within the terms outlined below. Sponsorship monies are deemed a desirable form of revenue diversification which allows [ORGANIZATION] to keep membership dues low and event fees affordable while contributing to the operational funds of the organization. [ORGANIZATION] may consider in kind, indirect and monetary sponsorships. Note, the [ORGANIZATION] will not be issuing charitable tax receipts in return for sponsorship funding.

Only reputable individuals and organizations whose image, product or services do not conflict with [ORGANIZATION]'s mission or values may be considered as sponsors. There is no obligation to accept any sponsorship offer. [ORGANIZATION]'s long-term reputation and credibility always takes precedent over short-term monetary needs.

3.6 Problem Resolution/Conflict Resolution

Problem resolution policy ensures that members have adequate means to resolve conflict and disputes when problems arise. Policies of this nature relate to the principles of legitimacy & voice, as well as fairness.

It is important to distinguish between conflict and opposition or dissent. There is much value in dissenting voices and they should not be silenced or ignored. Often in these cases, the issue can be an indication of a larger problem or question that has been overlooked, and the issue can be a seed or catalyst to greater understanding cohesion and resilience. It is recommended that conflict resolution policies and processes embrace transparency and focus on behaviour or topic rather than individuals. See procedure section and/or the Knowledge Circles curriculum.

EXAMPLE FROM HRCOUNCIL

Source: http://hrcouncil.ca/docs/POL_Conflict_Res.pdf

The Organization is committed to sustaining a positive work environment in which employees work constructively together. The problem resolution policy and process has been established as a foundation for ensuring that the work environment remains positive.

The problem resolution policy is intended to:

- Provide the opportunity to resolve a conflict or complaint quickly, fairly and without reprisal
- Improve communication and understanding between employees; and between employees and their supervisor
- Ensure confidence in management decisions by providing a mechanism whereby management decisions can be objectively reviewed
- Support a positive work environment by allocating supervisors responsibility for preventing and resolving conflicts and complaints
- Identify organization policies and procedures that need to be clarified or modified

Employees who are experiencing a work related conflict or have a complaint are encouraged to resolve it through discussions with their supervisor whenever possible

All requests for conflict resolution, complaints and appeals shall be fully investigated and a reply will be given as quickly as possible.

Penalty or retaliation against an employee who initiates conflict resolution or makes a complaint, or participates in a problem resolution investigation will not be tolerated and will be subject to disciplinary action.

EXAMPLE FROM THE CANADIAN MENTAL HEALTH ASSOCIATION

Source: https://ontario.cmha.ca/wp-content/uploads/2017/03/sample_conflict_resolution_yssn.pdf

Problem Solving

[Sample Organization] believes in clear and open communication, and encourages employees to talk directly with their supervisor and colleagues and vice versa. If an issue or conflict does arise, it is recommended that the individual try to resolve the problem with those directly involved. The employee may also choose to involve his or her supervisor if necessary. In discussing the conflict please remember that the agencies confidentiality policy still applies.

If after this discussion the employee or supervisor feels the issue is still not resolved, he/she may request a meeting with the next level supervisor and Human Resources Coordinator or Executive Director as applicable. In the event that the employee prefers an individual meeting with the next level supervisor or any other senior management staff the supervisor will be notified. By exploring the issue in a professional and constructive fashion it should be possible to find an appropriate way to resolve the problem.

IMAGINE CANADA OUTLINES A SERIES OF GUIDING PRINCIPLES IN RELATION TO THIS POLICY

Source: http://www.imaginecanada.ca/sites/default/files/complaints_policy_en.pdf

- It is in the interest of all parties that complaints are dealt with promptly and resolved as quickly as possible.

- Review of complaints is fair, impartial and respectful to all parties. Complainants are advised of their options to escalate their complaint to a more senior staff person if they are dissatisfied with treatment or outcome.
- Complainants are provided clear and understandable reasons for decisions relating to complaints.
- Updates are provided to complainants during review processes.
- Complaints are used to assist in improving services, policies and procedures.

3.7 Equity Hiring

Equity hiring policies ensure that your organization is welcoming to the contributions of individuals from a wide range of marginalized communities. These policies are in line with the principles of fairness and legitimacy & voice.

While it is important to have equity hiring policies, the avenues and arenas in which the organization seeks employees can be made more equitable through identifying groups and peoples that are under-represented and then through deliberate outreach to these areas or groups etc. In this way the organization is actively pursuing the principle of diversity.

EXAMPLE FROM OPIRG PETERBOROUGH'S HIRING PROCEDURES POLICY

Source: https://opirgptbo.ca/

Within all stages of the hiring process (creation of job qualifications, resume selection and interviews), each session shall begin with a discussion of how the qualifications listed in the job description might be unavailable or inaccessible to peoples from oppressed communities, and raise awareness within the hiring committee of the need for compensatory measures to rectify such and unequal presentation of job skills and qualification.

To support the Employment Equity statement, hiring committees should reflect upon recent hirings and the current staff and volunteer make-up of OPIRG Peterborough when determining hiring priorities and decisions.

EXAMPLE FROM DALHOUSIE UNIVERSITY

Source: https://www.dal.ca/dept/hres/equity---inclusion/employment_equity/eepolicy.html

Dalhousie will seek to:

1. Remove barriers to and in employment by eliminating or modifying policies, practices, and systems that are not authorized by law;
2. Introduce positive policies and practices, as well as establish internal goals and timetables to achieve employment equity through hiring, training, promotion, and retention of members of Equity-Seeking Groups;
3. Improve the meaningful participation and engagement of Equity-Seeking Groups throughout Dalhousie; and
4. Improve workplace environments and climate for Equity-Seeking Groups through individual and organizational capacity building and ensuring timely responses to complaints of inequitable systems and practices.

Dalhousie wishes to institute active measures to eliminate discrimination and to reverse the historic under-representation within its workforce of: Indigenous peoples (especially Mi'kmaq)

- Members of racialized minority groups (especially historic African Nova Scotians)
- Persons with disabilities
- Women
- Persons belonging to sexual orientation and/or gender identity (SOGI) minority groups

EXAMPLE FROM TRENT UNIVERSITY

Source: https://www.trentu.ca/administration/pdfs/EmploymentEquityPolicy_002.pdf

Trent University affirms its commitment to establishing equal opportunities of employment. The University will strive to create an environment that is free of discrimination. The University's goal is to achieve and maintain a representative workforce through the full participation of groups which are found to be underrepresented, especially women, persons with disabilities, visible minorities, and aboriginal peoples. The University will seek to identify and remove discriminatory barriers in employment areas including recruitment, hiring, training and promotion practices. Where necessary, the University will develop proactive employment equity measures with the concurrence of the

Ontario Human Rights Commission, the bargaining units, and the Ministry of Colleges and Universities.

3.8 Health & Safety

In Ontario, The Occupational Health and Safety Act requires that all employers have a form of health and safety policy. This policy is essential in ensuring not only that the well-being of your employees is maintained, but also that you are legally viable if you are hiring staff. This policy ties into the principles of fairness and accountability.

THE INFRASTRUCTURE HEALTH & SAFETY ASSOCIATION PROVIDES STRONG EXAMPLES OF HEALTH AND SAFETY POLICIES AND POLICY STATEMENTS FOR INCORPORATED ENTITIES

Source: https://www.ihsa.ca/resources/health_safety_policy.aspx

[Company Name] is committed to providing a safe workplace for all of its workers.

We recognize that all workers have the right to work in a safe and healthy environment, consistent with the Occupational Health and Safety Act, the Regulations for Construction Projects and any other applicable legislation.

Our company is committed to take every reasonable effort to eliminate the hazards that cause accidents and injuries.

Disregard or willful violations of this Policy by employees at any level may be considered cause for disciplinary action in accordance with the company's policies.

A MORE IN-DEPTH EXAMPLE FROM THE WORKERS COMPENSATION BOARD OF PEI

Source: http://www.wcb.pe.ca/

(Name of Business) is committed to providing a healthy and safe work environment for its workers and preventing occupational illness and injury. To express that commitment, we issue the following policy on occupational health and safety.

As the employer, (Name of Business) is responsible for the health and safety of its workers.

(Name of Business) will make every effort to provide a healthy and safe work environment. We are dedicated to the objective of eliminating the possibility of injury and illness.

As (CEO/Owner/etc.), I give you my personal promise to take all reasonable precautions to prevent harm to workers.

Supervisors will be trained and held responsible for ensuring that the workers, under their supervision, follow this policy. They are accountable for ensuring that workers use safe work practices and receive training to protect their health and safety.

Supervisors also have a general responsibility for ensuring the safety of equipment and facility.

(Name of Business) through all levels of management, will cooperate with the Joint Occupational Safety and Health (JOSH) Committee or the Health & Safety Representative and workers to create a healthy and safe work environment. Cooperation should also be extended to others such as contractors, owners, officers, and so on.

The workers of (Name of Business) will be required to support this organization's health and safety initiative and to cooperate with the JOSH Committee or Health & Safety

Representative and with others exercising authority under the applicable laws. It is the duty of each worker to report to the supervisor or manager, as soon as possible, any hazardous conditions, injury,

accident, or illness related to the workplace. Also, workers must protect their health and safety by complying with applicable Acts and Regulations and following policies, procedures, rules and, instructions as prescribed by (Name of Business).

(Name of Business) will, where possible, eliminate hazards and, thus, the need for personal protective equipment. If that is not possible, and where there is a requirement, workers will be required to use safety equipment, clothing, devices, and materials for personal protection.

(Name of Business) recognizes the worker's duty to identify hazards, and supports and encourages workers to play an active role in identifying hazards and to offer suggestions or ideas to improve the health and safety program.

ANOTHER EXAMPLE THAT CAN BE APPLIED MORE BROADLY ACROSS JURISDICTIONS

Source: https://worksafe.tas.gov.au

This policy:

- Shows the commitment of (your business name)'s management and workers to health and safety
- Aims to remove or reduce the risks to the health, safety and welfare of all workers, contractors and visitors, and anyone else who may be affected by our business operations
- Aims to ensure all work activities are done safely.

Responsibilities

Management (the supervisor and / or manager) is responsible for providing and maintaining:

- A safe working environment
- Safe systems of work
- Plant and substances in safe condition
- Facilities for the welfare of all workers
- Any information, instruction, training and supervision needed to make sure that all workers are safe from injury and risks to their health

Workers are responsible for:

- Ensuring their own personal health and safety, and that of others in the workplace
- complying with any reasonable directions (such as safe work procedures, wearing personal protective equipment) given by management for health and safety

3.9 Harassment

Having a policy in place that ensures your organization will be free of harassment is integral in facilitating a safe environment for all members. In addition to policies, and more recently organizations and governments are ensuring members and employees take sensitivity training. Sensitivity training may involve training regarding Indigenous Peoples, Lesbian, Gay, Bisexual, and Transgender, Questioning and Queer peoples, and even too to recognize the signs of Post Traumatic Stress Disorder, and training to reduce the stigma associated with mental health issues. Policies of this nature relate to the principles of legitimacy & voice, as well as fairness.

A SAMPLE WORKPLACE HARASSMENT POLICY FROM THE ONTARIO MINISTRY OF LABOUR

Source: https://files.ontario.ca/workplace_harassment_en.pdf

<insert employer name> is committed to providing a work environment in which all workers are treated with respect and dignity. Workplace harassment will not be tolerated from any person in the workplace (including customers, clients, other employers, supervisors, workers and members of the public, as applicable).

Workplace harassment means engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome or workplace sexual harassment. Workplace sexual harassment means:

a) Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or

b) Making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome;

Reasonable action taken by the employer or supervisor relating to the management and direction of workers or the workplace is not workplace harassment. Workers are encouraged to report any incidents of workplace harassment to the appropriate person. (Employer may specify the person or department to report any incident(s) of workplace harassment.)

Management will investigate and deal with all complaints or incidents of workplace harassment in a fair, respectful and timely manner. Information provided about an incident or about a complaint will not be disclosed except as necessary to protect workers, to investigate the complaint or incident, to take corrective action or as otherwise required by law.

Managers, supervisors and workers are expected to adhere to this policy, and will be held responsible by the employer for not following it.

Workers are not to be penalized or disciplined for reporting an incident or for participating in an investigation involving workplace harassment.

EXAMPLE FROM THE CANADIAN HUMAN RIGHTS COMMISSION

Source: https://www.chrc-ccdp.gc.ca/eng/content/template-developing-anti-harassment-policy

[Name of Organization] is committed to fostering a harassment-free workplace where all employees are treated with respect and dignity.

The Canadian Human Rights Act protects employees from harassment based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability or pardoned conviction.

Harassment at [Name of Organization] is not tolerated. Employees who are found to have harassed another individual may be subject to disciplinary action. This includes any employee who: interferes with the resolution of a harassment complaint; retaliates against an individual for filing a harassment complaint; or files an unfounded harassment complaint intended to cause harm.

Application

This policy applies to all current employees of [Name of Organization], including full and part-time, casual, contract, permanent and temporary employees. This policy also applies to job applicants.

This policy applies to all behaviour that is in some way connected to work, including during off-site meetings, training and on business trips.

Harassment is:

- Offending or humiliating someone physically or verbally;
- Threatening or intimidating someone; or
- Making unwelcome jokes or comments about someone's race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability or pardoned conviction.

Sexual harassment is:

- Offensive or humiliating behaviour that is related to a person's sex;
- Behaviour of a sexual nature that creates an intimidating, unwelcome, hostile or offensive work environment; or
- Behaviour of a sexual nature that could reasonably be thought to put sexual conditions on a person's job or employment opportunities.

EXAMPLE FROM PUBLIC SERVICES HEALTH & SAFETY ASSOCIATION INCLUDES VIOLENCE IN ITS ANTI-HARASSMENT POLICY

Source: http://www.osach.ca/sg/Meeting_2_2010/Meeting2_Violence%20and%20harassment%20Policy%20and%20program-2010.pdf

Purpose of the Policy

[Name of organization] is committed to preventing workplace violence and harassment. This policy defines behaviour that constitutes workplace violence and harassment, and explains procedures for reporting and resolving such incidents. [Name of organization] is committed to providing a working environment free of violence and harassment by familiarizing all workplace parties with the related terminology as well as their individual responsibilities for prevention and corrective action.

Policy Statement

The management of Name of organization recognizes the potential for violence and harassment in the workplace. We will therefore make every reasonable effort to identify all potential sources of such risk to eliminate or minimize them through our workplace violence and harassment prevention program. Name of organization will not tolerate any type of violence or harassment within the workplace or during work related activities. Name of organization is committed to allotting whatever time, attention, authority and resources necessary to ensure a safe and healthy working environment for all employees and clients to whom we provide care.

4.0 SELECTION OF PRACTICES & PROCEDURES

The Land Between charity employs the Talking Circle for its decision making and also for its conflict resolution, ensuring equal voice and in-camera inclusive processes. However, organizations may choose to have individual procedures for various processes- and which can be adapted to scales or within silos within the organization. Therefore, these can be brought into the Talking Circle or can be culminate in or instigate other broader arenas of inclusive leadership.

Procedures and practices are the working models or active processes that organizations use to fulfill their objectives and which are also outlined within polices and guiding principles.

4.1 Conflict/Problem Resolution Procedures

Note that below are referenced some "typical" systems and structures for conflict resolution: The hierarchical nature of these structures/systems may provide a means for tracking or measuring actions taken to resolve complaints, however, they are often processes that are followed in isolation from the organization, board or other members, and in these ways, they limit true inclusiveness. In these ways, these systems also limit the ability to find renewed strength from the necessary exploration and dialogue that is required, and therefore too, may limit the ability to find new approaches and solutions. The Land Between recommends the Traditional approach to conflict resolution that entails using a Talking Circle and focusing on behaviour and actions rather than on individuals. However, some approaches described below may be incorporated or taken depending on the sensitivity of the issue, and with the understanding that some aspects or at some level within the process, the issue should be brought into an open and diverse dialogue that is "in camera".

EXAMPLE FROM THE CANADIAN MENTAL HEALTH ASSOCIATION

Source: https://ontario.cmha.ca/wp-content/uploads/2017/03/sample_conflict_resolution_yssn.pdf

Complaint Resolution Procedure

The organization will act expediently if problems do occur and all individuals, whether staff or management, will be treated with fairness, respect, and consistency. All employees are encouraged

to bring forward any complaints or recommendations dealing with safety, health standards, proper working conditions, performance appraisals, discipline and fair management practices, without fear of reprisal.

Any disputes, controversies or suggestions must first be handled between the employee and his or her immediate supervisor, unless they are serious enough to warrant intervention by the next level supervisor or other member of the senior management team.

An employee who has not obtained a solution within five business days of the circumstances that gave rise to the situation has the right to bring the matter to the attention of the next level supervisor. The Human Resources Coordinator and/or the Executive Director will be informed of the matter. That person will review the circumstances within five business days and will consult the Human Resources Coordinator or Executive Director as appropriate. Complaints should be in writing and include all relevant circumstances. The employee and supervisor will receive a solution or a written reply from the Department Manager within five more business days.

If the employee is not satisfied with the response, he or she has the right to discuss the issue with the Executive Director. If the Executive Director cannot fulfill the employee's expectations and the conflict persists, the employee may decide to bring the matter, in writing, to the chair of the Board of Directors and the Executive Director will be notified. The Board of Directors' decision will be final.

TIM HICKS OF MEDIATE.COM IDENTIFIES 7 KEY STEPS IN GUIDING THE PROBLEM RESOLUTION PROCESS

Source: https://www.mediate.com/articles/thicks.cfm

1. Identify the issues.
    a. Be clear about what the problem is.
    b. Remember that different people might have different views of what the issues are.
    c. Separate the listing of issues from the identification of interests (that's the next step!).
2. Understand everyone's interests.

    a. This is a critical step that is usually missing.
    b. Interests are the needs that you want satisfied by any given solution. We often ignore our true interests as we become attached to one particular solution.
    c. The best solution is the one that satisfies everyone's interests.
    d. This is the time for active listening. Put down your differences for awhile and listen to each other with the intention to understand.
    e. Separate the naming of interests from the listing of solutions.
3. List the possible solutions (options)
    a. This is the time to do some brainstorming. There may be lots of room for creativity.
    b. Separate the listing of options from the evaluation of the options.
4. Evaluate the options.
    a. What are the pluses and minuses? Honestly!
    b. Separate the evaluation of options from the selection of options.
5. Select an option or options.
    a. What's the best option, in the balance?
    b. Is there a way to "bundle" a number of options together for a more satisfactory solution?
6. Document the agreement(s).
    a. Don't rely on memory.
    b. Writing it down will help you think through all the details and implications.
7. Agree on contingencies, monitoring, and evaluation.
    a. Conditions may change. Make contingency agreements about foreseeable future circumstances (If-then!).
    b. How will you monitor compliance and follow-through?
    c. Create opportunities to evaluate the agreements and their implementation. ("Let's try it this way for three months and then look at it.")

Effective problem solving does take some time and attention to more of the latter than the former. But less time and attention than is required by a problem not well solved. What it really takes is a

willingness to slow down. A problem is like a curve in the road. Take it right and you'll find yourself in good shape for the straightaway that follows. Take it too fast and you may not be in as good shape.

Working through this process is not always a strictly linear exercise. You may have to cycle back to an earlier step. For example, if you're having trouble selecting an option, you may have to go back to thinking about the interests.

This process can be used in a large group, between two people, or by one person who is faced with a difficult decision. The more difficult and important the problem, the more helpful and necessary it is to use a disciplined process. If you're just trying to decide where to go out for lunch, you probably don't need to go through these seven steps! Don't worry if it feels a bit unfamiliar and uncomfortable at first. You'll have lots of opportunities to practice!

4.2 Conflict of Interest & Duty Procedures

EXAMPLES FROM ACNC- CONFLICT OF ACTIONS REQUIRED FOR MANAGEMENT OF CONFLICTS OF INTEREST

Source: https://www.acnc.gov.au/ACNC/Publications/COIguide/COIguide8.aspx

Conflicts of interest of board members

Once the conflict of interest has been appropriately disclosed, the board (excluding the board member disclosing and any other conflicted board member) must decide whether or not those conflicted board members should:

- Vote on the matter (this is a minimum),
- Participate in any debate, or
- Be present in the room during the debate and the voting.

In exceptional circumstances, such as where a conflict is very significant or likely to prevent a board member from regularly participating in discussions, it may be worth the board considering whether it is appropriate for the person conflicted to resign from the board.

What should be considered when deciding what action to take...

- In deciding what approach to take, the board will consider whether the conflict needs to be avoided or simply documented
- Whether the conflict will realistically impair the disclosing person's capacity to impartially
- Participate in decision-making
- Alternative options to avoid the conflict
- The charity's objects and resources, and
- The possibility of creating an appearance of improper conduct that might impair confidence in, or the reputation of, the charity.

The approval of any action requires the agreement of at least a majority of the board (excluding any conflicted board member/s) who are present and voting at the meeting. The action and result of the voting will be recorded in the minutes of the meeting and in the register of interests.

Compliance with this policy

If the board has a reason to believe that a person subject to the policy has failed to comply with it, it will investigate the circumstances.

If it is found that this person has failed to disclose a conflict of interest, the board may take action against them. This may include seeking to terminate their relationship with the charity. [Insert any other relevant sanctions that are proportionate to the seriousness of a breach]

If a person suspects that a board member has failed to disclose a conflict of interest, they must [insert relevant action, such as: discuss with the person in question, notify the board, or the person responsible for maintaining the register of interests].

4.3 Anti-Oppression Training

Anti-oppression training aims to inform organizational members of the broad range of socially constructed categories that serve to marginalize groups of people. They are an effective way for organizations to broaden their commitment to diversity and fairness, and allow these groups to more effectively provide outreach to marginalized groups. Anti-oppression training is also referred

to as cultural sensitivity training or sensitivity training. This training can facilitate learning and orientation to better understand Indigenous Peoples, LGBTQ peoples, and also people facing mental health challenges etc.

A QUOTE FROM MARGARET ALEXANDER REGARDING HER WORK WITHIN ANTI-OPPRESSION TRAINING

Source: https://www.rainbowhealthontario.ca/wp-content/uploads/woocommerce_uploads/2014/08/RHN%20Framework.pdf

"When I do a basic anti-oppression training and ask people to locate themselves in the socially constructed group categories, I often start off locating myself as an example. I generally do this in order to encourage participation and perhaps lessen some discomfort from the participants, but mostly I do it to create entry points into the discussion of anti-oppression and the ideas of "group identity". After 15 years of anti-violence and anti-oppression training, I still believe it is a good place to start the dialogue because it leaves you with various directions you can take the conversation."

EXAMPLE: BUILDING CAPACITY THROUGH DIVERSITY

Source: https://knowledgecirclesca.files.wordpress.com/2017/05/diversity-in-environmentalism-building-capacity.pdf

Building Capacity Through Diversity was a two-year project of the Arab Community Center for Economic and Social Services (ACCESS). Its aim was to bring people together through series of diversity training sessions that sought to enhance participants' understandings of the intersection between diversity, race and the environment. The project came as the result of recognition for a need to deepen understandings within the local environmental community of racialized perspectives regarding environmental issues.

4.4 Equity Hiring Practices

As described in Equity-hiring policies, the ways in which the organization and effort identifies and then deliberately pursues these goals is as important as the policies and hiring practices. Therefore, employment postings may be written in all identified languages of minorities, may be posted in areas that are accessible to identified groups etc.

THE UNIVERSITY OF LETHBRIDGE PROVIDES GUIDANCE IN STRUCTURING THE INTERVIEW PROCESS IN A FAIR AND EQUITABLE MANNER

Source: http://www.uleth.ca/diversityadvantage/documents/FacultyEquityHiringGuideOct07final_web.pdf

Use interviews with a structured format as these provide the same type of information on all the candidates and are less susceptible to the personal biases of the interviewer. The purpose of interview questions is to discern the extent to which candidates meet the criteria that are necessary for successful performance in the position.

- Questions should be matched to the position criteria and are subject to demonstrations of validity.
- All candidates must have the opportunity to answer all of the questions.
- Some probes or follow-ups should be developed to elicit sufficient information to make an evaluation.
- Questions not answered to your satisfaction should be rephrased; probe firmly but with discretion.
- Know the range of answers expected as well as the ideal answer; this gives a better parameter for scoring.
- The order of the questions asked and the person who asks them can affect the candidate's response.
- A standard form with the questions, the criteria sought, and space for the evaluation of the candidate's answers provides a useful tool for comparing candidates and for documenting the process.
- Each candidate's responses should be carefully noted and scored objectively and independently by each member of the Committee.

What to Ask

Behaviour-based questions that ask the candidates to show they have the knowledge and skills required and how well they have used them generally are the most predictive of future behaviour and of success.

Instead of asking "What do you think is a good evaluation system?" a behaviour-based question would ask, "Please describe the evaluation system you used in the most recent course you taught?" Such questions usually start with: "Describe a situation in which…. Tell me about a time when…. What was the toughest…most exciting…most difficult…most interesting…. How have you assisted in…What roles have you played in the organization which… Give me an example of…"

Speculative questions, ("what would you do…") also have value in finding out how candidates would apply their skills in a particular situation and in understanding their knowledge, philosophy or vision, and relationship with others. These questions can be useful when the candidate is new to teaching and is unable to cite past performances. Don't ask leading questions that telegraph the answer you want ("We have a team approach here…how do you feel about that?")

In listening to the answers, listen for: a situation/task (what was the situation), an action (what did the candidate do), or a result (what happened). When answers are vague, ask for a specific example.

Speak to referees and ask the same type of questions the candidates were asked to confirm the demonstration of skills and abilities. Ensure anyone offering opinions on candidates speaks to the criteria being sought.

Referees should be made aware that individuals have a right of access to references about themselves.

What to Avoid

Avoid questions that require a candidate to furnish any information concerning race, religious beliefs, colour, sex or sexual orientation, physical disability, mental disability, age, national or ethnic origin, marital status, family status, source of income, or conviction for which a pardon has been granted (unless it is based on a bona fide occupational requirement). These types of questions are grounds for potential discrimination and are monitored by the Canadian Human Rights Commission.

Commission policy, does however, permit employers to collect the data they require (e.g. self-identification of designated groups) to plan and support special programs, even though the information collected may touch upon one of the prohibited grounds. However, in the event of a complaint, the employer must be able to show that the data collected have not been used to discriminate, either in the hiring process or later when deciding promotion opportunities.

4.5 Tools for Engagement

The Knowledge Circles Curriculum provides empathy mapping type modules to assist in identifying stakeholders, opportunities and encumbrances to engagement. This may ensure diversity. In addition to empathy mapping and identifying avenues towards engagement, it is recommended that the actual venue or arena in which engagement occurs is inclusive and therefore provides for equal voice and representation- and to be inclusive that these are transparent arenas. Online open forums and the Talking Circle are touchstones.

THE FOLLOWING CHART SERVES TO HIGHLIGHT THE VARIOUS OPTIONS SOCIAL SECTOR ORGANIZATIONS MAY HAVE IN FACILITATING ENGAGEMENT ACTIVITIES

Source: https://www.mountsinai.on.ca/about_us/community-development-integration/Community-Engagement-Framework.pdf

Appendix A: Tools and Techniques for Engagement

Tool/ Technique	When to Use Them	Benefits/Risks
Interactive Websites and Other Web-based Tools	When you need to provide accessible, clear and appropriate information cost-effectively to a broad cross section of stakeholders and then collect easily to analyze responses for them.	• Websites can provide lots of information cost-effectively to those people with access to computers and the Internet. • Websites can also include response forms that can be completed electronically and emailed back to the sender for immediate analysis. • Websites can also allow stakeholders to ask questions and receive answers with the question and answers accessible to all.
Action Planning Event (i.e. forum or workshop)	When you need to produce plans of action that are owned by those affected by them or who will implement them.	Need to be structured, carefully planned and appropriately facilitated.
Advertising/ Public Service Announcements	When you need to reach a broad audience of people within a community.	Can be expensive. Hard to target or monitor effectiveness. Can miss key groups.
Advisory Committees/ Reference Groups	When you need consistent input or advice over a period of time from people who have good local knowledge.	Time consuming to recruit and establish. Need effective participants. Need a good facilitator and Terms of Reference. Need a sunset clause.
Brochures and Printed Material	When you need to have basic information on aspects of the project to hand or mail out.	Expensive to produce. Need a distribution method to get them to the right people. Important to have any written material translated for particular groups in a project area, or an indication where interpreters can be accessed in a number of languages.
Community Research	When you need to strengthen the partnership with specific stakeholders to provide further insights into an issue or Framework.	A team with participation from key stakeholders is required to share the responsibilities and outcomes of any research.
Fact Sheets/ Information Sheets	When you need to provide consistent accurate information on aspects of the project to stake holders.	Written information needs to be clear, jargon free and illustrated where possible. Important to have any written material translated for particular groups in a project area, or an indication where interpreters can be accessed in a number of languages.

Focused Group Discussions	When you need to generate discussion and insights on aspects of your projects.	A skilled facilitator is needed to ensure outcomes are achieved. Timing and neutral venue are critical to ensure participation. Some reimbursement for travel may be needed.
Media or Publicity	When you need to disseminate clear and simple information within a community quickly.	Relationships with journalists need to be established early so they understand the project. Media releases need to be structured with simple clear messages.
Newsletters	When you need to keep people regularly informed about progress of a long-term project.	Newsletters can be printed and distributed by mail or letterboxing, electronically distributed by email or posted on the Internet. Requires the establishment and maintenance of a stakeholder database. Requires good writing/design as well illustrations and photographs. Important to have any written material translated for particular groups in a project area, or an indication where interpreters can be accessed in a number of languages.
Open Houses	When you need to present ideas or plans to a broad cross-section of stakeholders in an area to obtain responses in an informal way.	Need well illustrated displays that convey accurate information. Need staff available to take questions, discuss ideas and gauge reactions. Can include a questionnaire to collect and analyze responses.
Small Group Workshops	When you need to generate discussion and insights on aspects of your projects from a known group of stakeholders.	Need to set a clear agenda and have a facilitator who can keep the group on track. May need to reimburse group members for travel and offer meals/refreshments if the workshop lasts longer than 2 hours.
Questionnaires and Surveys	When you need to obtain specific structured responses on specific issues to obtain quantitative measurable results.	Less effective in obtaining responses to complex issues. Mail, telephone, web or face-to-face responses can be sought. Mail traditionally provides poor response rates. Important to have any written material translated for particular groups in a project area, or an indication where interpreters can be accessed in a number of languages.
Written Submissions	When you need to obtain detailed responses to a specific issue from a broad range of stakeholders.	Can exclude stakeholders who do not have time, skills or resources to write submissions. Advertising for submissions needs to be broad based and not just in newspaper Public Notes.

4.6 Methods of Decision-Making

Decision-making structures and processes within an organization are understood as fundamental to the organization's culture, but also to the organization's health.

Hierarchical structures can be effective as agile systems, but not necessarily resilient and robust; they are not often inclusive. Organizations have different levels and types of decision-making. They can be categorized into governance decisions (decisions affecting the direction of the organization, which may change or relate to principles and policies/bylaws, or even major resource allocations) and then operational decisions which are often day to day decisions having to do with management, but where the direction has already been set and the decisions are to move the organization towards achieving its mandate.

Policies and procedures related to decision making can be applied at all levels, but the ways in which the governing body makes decisions or decisions related to governance are made is paramount.

Organizations may use a variety of approaches to make decisions. The two most common models are motion and majority voting (and often which employs Roberts Rules of Order) and Consensus decision-making. Each model has its own benefits and drawbacks, and determining which is best for an organization is dependent on a variety of factors.

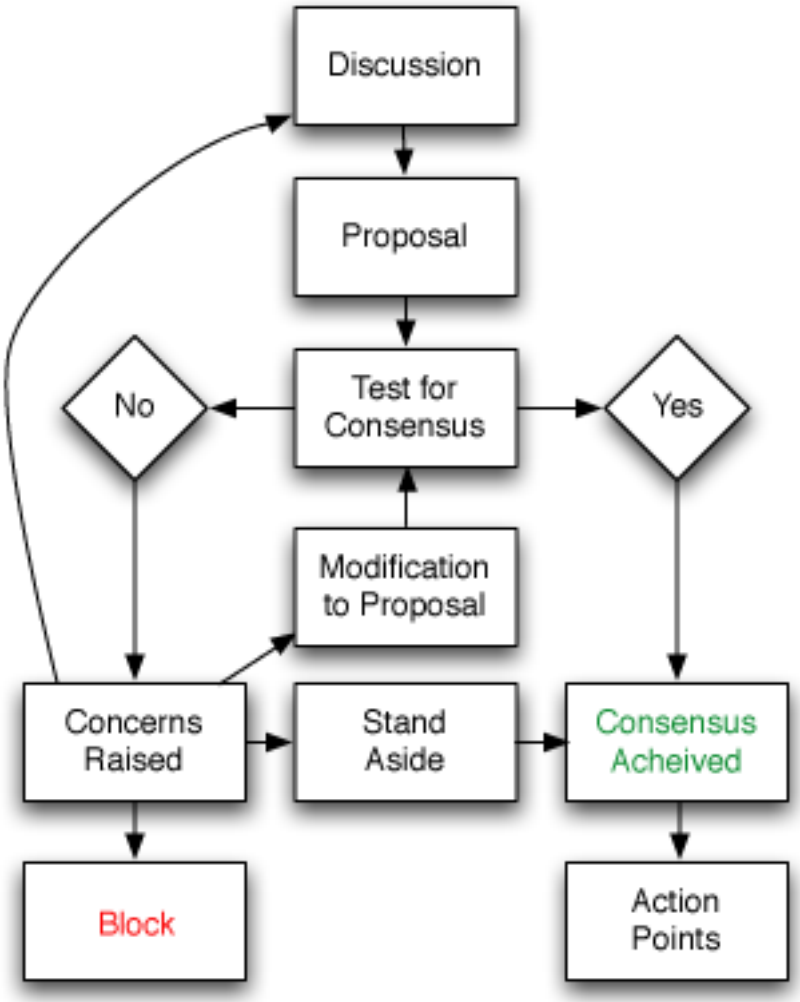
Consensus decision-making processes tend to allow for more meaningful input from all concerned parties, but may run the risk of slowing and blocking general organizational processes. However, it is known that both dialogue and duration are needed for robust decisions (see footnote 2); and often these decisions prove to have more traction and resiliency.

Voting, tends to favour meeting styles that adopt RROO; and if so these meetings or ways of decisions, tend to be less democratic as they do not necessarily embrace equal voice and do not necessarily provide a diversity of perspectives or dialogue to allow for a robust outcome- however, they are generally considered more efficient in terms of reaching fast decisions.

It is possible to adopt each type for different types or levels within an effort and where these benefits are most needed and detractors not significant. Furthermore, it is possible to adopt a hybrid of these, such as, instead of immediate voting, if consensus is not reached by a specified target, voting is enacted. Another method that mimics some of the aspects of the Anishinaabeg Clan system (see Knowledge Circles Curriculum) involves a hierarchy of leadership, but who employ agreement at the top-most level of chiefs, and consensus within each of the clan or foundational levels foundation.

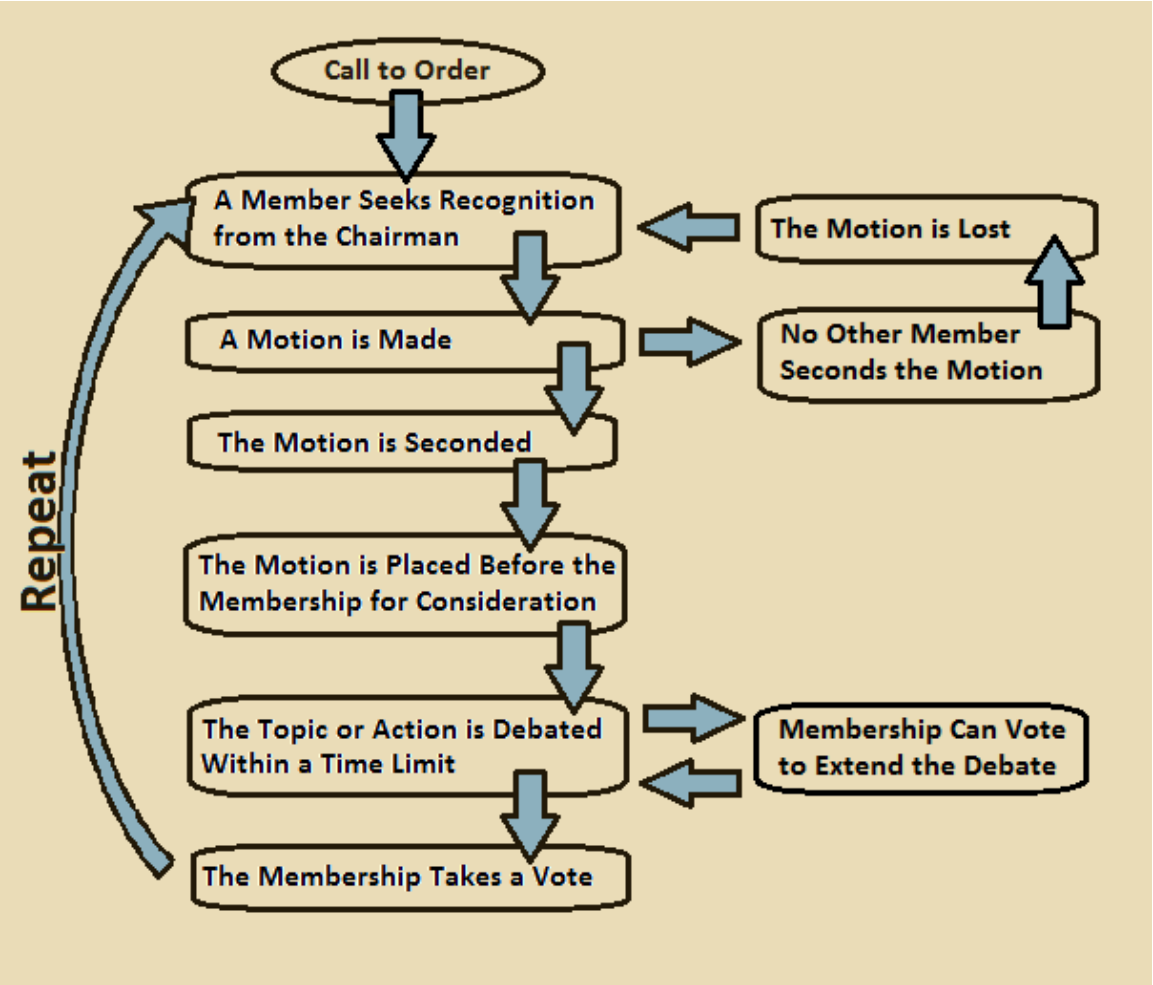
EXAMPLE OF THE GENERAL METHODS FOR CONSENSUS DECISION-MAKING

Source: http://www.groupfacilitation.net/Articles%20for%20Facilitators/The%20Basics%20of%20Consensus%20Decision%20Making.pdf



EXAMPLE OF THE GENERAL METHODS OF ROBERTS RULES OF ORDER

Source: https://robertsrules-team1.weebly.com/meeting-process.html



4.7 Due Diligence

Due Diligence refers to the process often in which third parties or funders review an external organization to guide their assessment of the organization's legitimacy, usefulness or value, and impact. This entails not only a review of the organizational and financial health, but also measurement of the effectiveness and efficiency of the organization's operations and actions against its resources and towards its mandate. Funders will apply due diligence in assessing if the organization is worthy of receiving a grant. But it is also good for the organization or effort to evaluate their own activities and outcomes against their strategic plan and resources; and often charities will conduct this assessment annually towards the preparation of annual reports and also in conjunction with a financial audit.

It is possible to assign metrics for measuring success that are tailored to the organization and relate to the organizational strategic plan; but also, to implement due diligence in sections of the organization or of its operations, such as for communications, for partnerships or employees.

Source: https://knowledgecirclesca.files.wordpress.com/2017/05/due-diligence-funding-tool.pdf

Step 1: Review grant proposal, budget and supplemental docs	**Step 2:** Conduct additional preliminary research	**Step 3:** Conduct interiview(s) with organization's leadership (site visit or phone)	**Step 4:** Conduct additional follow-up research as needed	**Step 5:** Analyze and apply your due diligence findings	**Step 6:** Synthesize information and present to others
Throughout the process: Consider legal compliance issues					
• Review proposal for fit with foundation's mission, guidelines and strategy • Familiarize yourself with the basics of the proposed project and the organization • Review supplemental materials, such as strategic plans, financial reports, marketing materials, staff bios, etc. • Assess strength of the project focus and design • Consider viability of project budget and overall financial health	• Ask your colleagues (funders and other experts in the field) for their input • Review the organization's Web site • Seek out other available data and information relevant to the project	• Get to know the executive director, key program staff and board leadership • Explore the organization's health and capacity, including track record, governance and executive leadership, vision and strategy, staffing partnerships, communications and finance • Delve more deeply into the proposed project, focusing on planning, outcomes and evaluation	• Probe areas of concern through additional research and discussions with colleagues and staff or board leadership	• Consider "red flags" and assess the risk they pose to the success of the project • Weigh the factors important to your organization; determine if there are any "deal breakers" • Consider options for structuring the grant • Make decision about grant	• Write up due diligence findings and decision • Craft funding recommenda-tion for staff and board re-view

4.8 Strategic Planning

Strategic planning for the effort or organization as a whole or for programs and projects of the organization is pivotal and to be meaningful must embrace processes and procedures such as utilizing engagement policies, adopting decision making systems etc. that are inclusive. For more about strategic planning, see the Knowledge Circles Curriculum.