

# **CANADIAN HONEY COUNCIL**

## **BOARD MANUAL CONTENTS**

### **Introduction to Manual**

#### **CHC Overview**

- Recent History
- CHC's Guiding Principles
- Strategic Priorities
- CHC Communication
- Board Effectiveness and Relationship with the CEO
- Roles of Board Executive and Past Chair

#### **By-laws and Policies**

By-laws

- A - Annual General Meeting
- B - Board and Committees
- C - Chief Executive Officer
- D - Communication
- E - Confidentiality
- F - Conflict of Interest
- G - Conflict Resolution
- H - Contract
- I - Directors
- J - Discrimination and Harassment
- K - Events
- L - Expense Claim
- M - Financial Management
- N - Membership
- O - National Office
- P - Policy Development and Change
- Q - Project
- R - Reporting
- S - Sponsorship
- S(1) - Save Our Bees
- T - Staff
- U - Awards

#### **Acknowledgements**

## Introduction to Manual

### PURPOSE

This manual establishes a firm foundation for the ongoing work of the Canadian Honey Council by detailing the legal and policy framework within which the Council exists and operates. Policies and protocols included here direct and guide the actions and decisions of the CHC Board and the CEO.

- *For many years the CHC operated informally. The Winnipeg Summit Meeting (October, 2007) and the Board's Governance Workshop (February, 2008) identified where policies were needed by the new CHC, reinvented through the Forging a New Direction Project (2006 to 2009).*
- *By-law 42 authorizes the Board to "prescribe such rules and regulations not inconsistent with these by-laws relating to the management and operation of the corporation as they deem necessary".*
- *Policies are the broad principles that direct how the corporation will operate and interpret the by-laws. Protocols are procedures that explain how policies are to be carried out. Together, the policies and protocols in this manual direct and guide how the Board and the CEO are to conduct the business of the CHC.*
- *Policies may be updated as the Board deems necessary. They are reviewed regularly according to a policy review schedule maintained by the CEO.*

### MANUAL MAINTENANCE

Board members, particularly the Board Secretary, and the CEO need to have a thorough knowledge of the manual in order to fulfill their duties and responsibilities. To keep their knowledge current, they also need to pay attention to additions or changes. Creating the manual was an important step toward achieving sound governance and effective management of CHC. The next important steps are to use and maintain the manual.

- *At the beginning of a Director's term, the new Director receives a printed version of the manual.*
- *As policies are updated by the Board, the CHC office updates the manual on-line and notifies Directors.*
- *Directors are responsible for printing updated policies and keeping their manuals current.*
- *At the end of a Director's term, the Director is expected to return the manual to the CHC office.*

## RECENT HISTORY

The Canadian Honey Council has existed for more than 60 years. The Council's Letters Patent are dated 4<sup>th</sup> November 1950 and 30<sup>th</sup> March 1973, with Supplementary Letters Patent dated 22<sup>nd</sup> May 2008. The following summarizes recent organization history of the CHC.

- At the Québec City Stakeholders Meeting in January 2006, the Canadian Honey Council began to transform an ongoing debate about the future of the organization into an action plan to better meet the emerging needs of the Canadian honey bee industry. The meeting concluded that a “new direction” toward superior promotion of the industry, enhanced involvement by the sector, and opportune national policy development would be achieved by building organizational capacity.  
*The Stakeholders Meeting in Québec began to articulate the future purpose of the CHC and to define the roles of the national office; to consider options for membership and participation; and to identify diverse sources of funding. The Stakeholders Meeting culminated in a resolution to the 2006 AGM.*
- Arising from the 2006 AGM resolution, an application for federal funding for an ambitious project to reinvent the CHC was prepared.
- In June 2006 the application for “*Forging a New Direction*” was approved by the Advancing Canadian Agriculture and Agri-Food (ACAAF) Program and subsequently announced in the August 2006 *Hivelights*.
- Four Working Committees were appointed by the CHC Board to address the future purpose and role of CHC, membership and participation, funding sources, and conference programs. As resource people, the provincial apiculturists enabled the committees' essential work.  
*The provincial apiculturists were also invited to participate in the process of identifying and prioritizing issues that the CHC would need to address effectively in order to advance the Canadian honey bee industry. A special meeting for this purpose was held in Calgary in October 2006.*
- The Working Committees' options and recommendations for the future were refined at the AGM in Langley, British Columbia in January 2007.
- In October 2007, Canadian honey bee industry leaders met in Winnipeg to discuss and endorse:  
Guiding Principles for the Future Organization  
Changes to CHC and Implications of the New Direction  
Member Organization Fee Structures  
A Resolution Enabling Organizations to become Founding Members of “Re-invented” CHC.  
*The results of the Winnipeg meeting guided the implementation plan and schedule of activities to achieve the transition to a “re-invented” organization within the period specified in the Contribution Agreement with ACAAF, whose funding supported the Forging a New Direction Project.*
- The CHC's updated letters patent and new by-laws were approved by Corporations Canada in July 2008. The CHC's new policies were approved by the Board in October of the same year.

Canadian Honey Council's Annual Reports are available from the national office.

## CHC'S GUIDING PRINCIPLES

The following twenty principles, as endorsed by industry stakeholders at the October 2007 Winnipeg meeting, guide the new Canadian Honey Council (CHC).

### *PURPOSE*

**Principle One:**

The CHC will continue to serve the Canadian honey bee industry.

**Principle Two:**

Mechanisms will be in place for the CHC to be the definitive unified national voice and represent the Canadian honey bee industry as a whole, while recognizing and respecting regional diversity and interests.

### *ROLES*

**Principle Three:**

Every role undertaken will serve the CHC's stated purposes.

**Principle Four:**

Like other national commodity organizations, the CHC will sometimes play a leadership role and other times encourage and support others such as the provincial associations/commissions, provincial apiculturists, researchers and marketing organizations.

### *NATIONAL OFFICE*

**Principle Five:**

Use of modern communications technology and good access to transportation make geographical location of the future office of less importance, though cost and effectiveness will still be an important consideration.

### *MEMBERSHIP*

**Principle Six:**

Individual members of provincial associations, and other organizations, will benefit from their organizations' membership in the national organization.

**Principle Seven:**

The future CHC will be primarily a beekeeper organization.

**Principle Eight:**

The CHC will acknowledge that the industry is broader than just beekeepers.

## *BOARD OF DIRECTORS*

### **Principle Nine:**

Board Directors will be members of the governing bodies of their organizations.

### **Principle Ten:**

The views of member organizations will be represented to the Board and, at the same time, the Board will act in the best interests of the national industry.

### **Principle Eleven:**

Industry stakeholders not represented on the Board will be consulted, as appropriate.

## *PARTICIPATION*

### **Principle Twelve:**

A wide range of opportunities for participation in CHC activities will be provided.

### **Principle Thirteen:**

Decision-making will be the responsibility of the Board of Directors.

## *COMMUNICATION*

### **Principle Fourteen:**

Proper channels of communication will be established and used, and there will be policy and protocols guiding “who speaks for whom”.

### **Principle Fifteen:**

Communication will be accurate, open and timely.

### **Principle Sixteen:**

Communication will be in English and French, as appropriate.

## *OPERATING BUDGET*

### **Principle Seventeen:**

The operating budget will come primarily from fees from member organizations and from sponsors.

### **Principle Eighteen:**

Additional funding for “special projects” will come from governments, allied industries (e.g. berry, canola and fruit growers) and other partners (e.g. research and marketing organizations).

## *CONFERENCES*

### **Principle Nineteen:**

Conferences and other events will serve the membership and advance the industry by providing a venue to: conduct CHC business, educate members, promote and strengthen relationships among industry stakeholders, and raise awareness in the general public about honey, other hive products and the industry.

### **Principle Twenty:**

Conferences and other events will provide income for the CHC operating budget.

## CHC'S STRATEGIC PRIORITIES

**Canadian Honey Council, the national voice of the Canadian honey bee industry, is dedicated to:**

**building a dynamic and prosperous honey bee industry that promotes  
"100% Canadian" and**

**acting as the instrument for achieving a sustainable  
Canadian honey bee industry  
in the global economy.**

### Background

At the Board governance workshop in February 2008 (Winnipeg) it was agreed that:

- CHC Directors bring their organization's points of view to the *national* level and together they seek consensus on issues to bring benefits to the *national* industry. It is important to identify CHC's *national* priorities so that resources are allocated appropriately.
- CHC's umbrella statement of purpose emphasizes that CHC is the national voice that supports and promotes the industry and strives for its sustainability. This is done through the stated roles of: speaking for the industry, lobbying, promotion of 100% Canadian products, providing services to member organizations and lastly, acting as education and information resource to the general public.

### Priorities and Projects

The following have been identified as the priorities to be addressed - all of which contribute to the profitability and sustainability of the Canadian honey bee industry:

- Hive Health – *thriving, productive livestock*
- Food Safety – *top quality products that instill consumer confidence*
- Market Access/Share – *increased demand that creates better prices*
- Labour and Succession – *people to work in the industry now and in future*

The CHC national office has many ongoing activities as well as time-limited projects with dedicated funding. Ongoing activities include: supporting Board and Board Committee meetings; fulfilling communication responsibilities such as monthly newsletters, *Hivelights*, website development and maintenance; promotion and sponsorship; financial recordkeeping, reporting and auditing; and others. (See the CEO's position description in "Policy C" for a full list of responsibilities and tasks.)

The national office also coordinates special projects that advance CHC's strategic priorities and are carried out with financial assistance from government funding agencies. These special projects often arise from member organization resolutions.

Priorities and projects are reviewed annually.

## CHC COMMUNICATION

Communication was a prevailing theme throughout the process of “forging a new direction”.

The guiding principles for the future CHC state the importance of three aspects of communication: proper channels and protocols; accuracy, openness and timeliness; and the use of English and French as appropriate.

CHC policies include direction and guidance for *internal* and *external* communication. Internal communication includes communication:

between member organizations and the CHC,  
among Board members, and  
between the Board and the CEO.

External communication includes communication between CHC and:

industry stakeholders,  
other national commodity groups and organizations,  
related professionals and professional associations,  
government and government agencies, both federal and provincial,  
international organizations,  
the general public, and  
the media.

The following is a summary of CHC’s communication “vehicles” including who is responsible and the audiences for whom they are intended:

- The CHC **websites** are CHC’s information window to the world. The CEO oversees the maintenance and development of several sites, which include:  
[www.honeycouncil.ca](http://www.honeycouncil.ca) for honey bee industry information, news and events  
[www.hivelights.ca](http://www.hivelights.ca) for classifieds, articles, archived *Hivelights* magazine and e-newsletters  
[www.canadianhoney.ca](http://www.canadianhoney.ca) for honey information, pollination, products of the hive, CBRF, fun stuff for kids  
[www.cbisqt.ca](http://www.cbisqt.ca) for information on food safety, good management practices and integrated pest management
- *Hivelights*, the **national quarterly magazine**, is CHC’s traditional and ongoing communication vehicle. It is edited by the CEO and distributed by the national office four times a year, at no charge, to all members of member organizations. Each provincial bee keeper association is responsible for providing the national office with an accurate list of its members to facilitate distribution of *Hivelights*.
- A monthly **e-newsletter** is created and sent by the CEO to all Board members of member organizations and sponsors of CHC. The newsletter provides a frequent and brief overview of national office and Board activities with links to the CHC websites.
- CHC Directors, appointed and elected by their organizations, are expected to provide **regular verbal reports** to their Boards as appropriate. Directors are also expected to report on CHC activities to their own provincial/regional AGMs. (In addition, written reports from Directors are invited for each publication of *Hivelights*.)

# BOARD EFFECTIVENESS

*CHC is a mutual benefit not-for-profit Canadian corporation that carries on activities that are primarily for the benefit of its member organizations. Such corporations are legal entities governed by a Board of Directors. While the Board as a whole has a great deal of authority and power an individual Director, when acting alone, has no power. (See Industry Canada website, Primer for Directors of Not-for-Profit Corporations.)*

## **What are the responsibilities of a Board of Directors?**

### **1. Long-term Mission and Current Strategic Priorities**

- Establish overall purpose and ongoing direction through strategic planning

### **2. Fiscal and Legal Oversight**

- Ensure that the organization behaves in a fiscally and legally responsible manner

### **3. CEO Selection and Evaluation**

- Ensure that the best person holds the position of CEO, that mutual expectations of Board and CEO are clear, and that the role of CEO is performed satisfactorily

### **4. Boundary Spanning**

- Represent the interests of the organization to its external public including government
- Ensure that the interests of key external stakeholders are made known inside the organization

### **5. Resource Development**

- Ensure that the organization obtains adequate funds to achieve its objectives

### **6. Management Systems**

- Ensure that the organization has the right administrative structures and policies, information systems, review processes, etc. to function efficiently and effectively

### **7. Board Self-Management**

- Set criteria for Board Directors, protect Directors from personal liability, adhere to conflict of interest guidelines, orient new Board members, train Board members, evaluate and improve effectiveness of Board meetings, etc.

## **What Makes a Board Effective?**

**1. Appropriate size** (the more Directors, the more difficult it is to make decisions)

**2. Mix of members** (various backgrounds and expertise, contributing as appropriate)

**3. Productive meetings** (clear agenda focused on priorities, Chair who keeps things on track and moves items toward action, Directors who make their points succinctly and listen to others, accurate and clear minutes)

**4. Executive (Chair, VC, Treasurer, Secretary) that communicate frequently**

5. **Effective committees** (clear terms of reference and competent Chairs)

6. **Responsible Directors** who:

- Review agenda before meetings
- Prepare themselves to discuss subjects on the agenda
- Read any supplied/related material
- Do any needed consultation with other Board members before meetings
- Are willing to take a stand on issues but also willing to work out a compromise
- Are willing to take on tasks and complete them in the agreed timeframe
- Are dedicated to the organization's stated purpose and act in the best interest of the organization

7. **A CEO who makes sure that Board Directors have adequate information to make informed decisions**

### What Bogs a Board Down?

1. **Hidden agendas**

2. **Inflexibility**

3. **Not finding the balance between moving too fast (missing key points) and not moving at all**

4. **Directors not being able to discern what can and cannot be discussed outside the boardroom**

### What is Key About the Board/CEO Relationship?

1. The **most important relationship in the organization** is the one between the Board and its Chief Executive Officer. This relationship sets the stage for a good governance/effective management partnership.

2. The Board of Directors has **fiduciary responsibilities** (i.e. for the CHC, they are trusted to act on behalf of the best interest of the Canadian honey bee industry).

3. The Board and the CEO are guided, ideally, by a **long-term plan** or, at least, by a **clear and mutual set of priorities**.

- To achieve the long-term plan and address priorities, the Board selects and works with the CEO.
- Together the Board and CEO identify the most important things for the (national) office to do, and this is reflected in annual budget allocations and projects undertaken.

4. The Board **governs** and the CEO **manages**.

- The Board provides counsel to the CEO and should not get involved in the day-to-day affairs of the organization that are the responsibility of the CEO.

5. **Red Flags:**

- Directors that are generally unenthusiastic, lack interest in important matters, don't understand consequences of actions, fail to anticipate issues and alert the CEO, are not consistent and principled in actions and responses, do not attend meetings
- A CEO that does not focus on priorities, has difficulty with timely financial reporting, does not forecast (revenue, expenses, surprises), lacks accurate data/information, doesn't offer options for consideration, fails to consider or prepare for worst case scenarios
- Directors and CEOs who fail to act in accordance with approved policies and protocols

## **ROLES OF BOARD EXECUTIVE AND PAST CHAIR**

The following includes roles defined by by-laws and at the Governance Workshop (February, 2008) as well from experience gained in the 2008/09 year.

### **Chair**

- Presides at all meetings of the Board
- Ensures that meetings are productive (having clear agenda focused on priorities, keeping discussion on track and moving items toward action, reminding Directors to make their points succinctly, encouraging full participation)
- Sees that all orders and resolutions of the Board are carried into effect by the CEO
- Ensures that an annual performance appraisal of the CEO is conducted and directs and guides the CEO as required
- Chairs the Executive Committee
- Represents CHC on CBRF Committee

### **Vice-Chair**

- Performs duties and exercises powers of the Chair, in the absence or disability of the Chair
- Performs other duties as imposed by the Board
- Chairs ad hoc Issues Committee

### **Treasurer**

- Oversees keeping full and accurate accounts of all assets, liabilities, receipts and disbursements
- Oversees deposit of all monies, securities and other valuable effects
- Oversees disbursement of funds
- Reports on all transactions and provides a statement of the financial position of the corporation at regular meetings and when requested by the Board
- Chairs Finance Committee
- Represents CHC on CBRF Committee

### **Secretary**

- Oversees recording of votes and minutes
- Ensures proper notice of meetings
- Assists Chair and CEO to ensure conformance with by-laws and policies
- Chairs Membership and Events Committee

### **Past Chair may:**

- Offer advice to the Chair as appropriate
- Assist the Board and CEO to identify and secure sponsors for CHC

### **Standing Committees**

#### **Executive**

#### **Finance**

#### **Membership and Events**

Ad hoc Committees are appointed from time to time for a specific purpose and period; examples include the Foreign Workers Committee and Hive Health Committee.

# CANADIAN HONEY COUNCIL BY-LAWS

These by-laws reflect the intent of the Agreement in Principle reached at the Winnipeg Summit Meeting (October 18, 2007) and documented in the Summit Meeting Report. They have been approved by the Board of Directors at the Annual General Meeting 24<sup>th</sup> January 2008 and modifications approved at board meetings convened April 23<sup>rd</sup> 2008 and 9<sup>th</sup> July 2008.

## Table of Contents

- \* By- Law No. 1
- \* Corporate Seal
- \* Head Office
- \* Conditions of Membership
- \* Annual Meetings of Directors, Quorum and Proxy
- \* Board of Directors
- \* Powers of Directors
- \* Directors' Other Meetings
- \* Indemnities to Directors and Others
- \* Officers
- \* Duties of Officers
- \* Committees
- \* Executive Committee
- \* Execution of Documents
- \* Minutes of Board of Directors (and Executive Committee)
- \* Financial Year
- \* Amendment of By-Laws
- \* Auditors
- \* Books and Records
- \* Rules and Regulations
- \* Interpretation

## BY-LAW NO. 1

A by-law relating generally to the conduct of the affairs of the Canadian Honey Council /Conseil Canadien du Miel

BE IT ENACTED as a by-law of the Corporation as follows:

### CORPORATE SEAL

1. The seal, an impression whereof is stamped in the margin hereof, shall be the seal of the corporation.

### HEAD OFFICE

2. The head office of the Corporation shall be situated at such address in Canada as the board may, by resolution, determine. The corporation may establish other offices and agencies elsewhere within Canada as the board of directors, by resolution, deems necessary.

### CONDITIONS OF MEMBERSHIP

3. Membership in the corporation shall be limited to provincial beekeeper organizations (or associations of provincial beekeeper organizations) and other bee

industry organizations including associations, cooperatives and companies that support the principles and purposes of the corporation, and shall consist of any organization whose application for admission as a member has received the approval of the board of directors of the corporation.

...a) Provincial beekeeper organizations (or associations of provincial beekeeper organizations) shall be entitled, upon board approval of application, to a full voting membership in the corporation and will receive all general communications. Such organizations of beekeepers that contribute their full share towards the funding of the corporation, or provide appropriate intent as determined by the board, have the right to appoint one (1) director to the corporation. Such directors appointed to the corporation will be board members of their organizations, or appointed by their Board and holding the rights and privileges of their Board.

i) Each provincial beekeeper organization (or association of provincial beekeeper organizations) that is a full voting member of the corporation, in good standing, shall be eligible to appoint one (1) additional director to the board when the number of hives in its geographic area exceeds 150,000.

...b) Other bee organizations including associations, cooperatives and companies also be entitled to a full voting membership and receive all general communications. The following, and other organizations, may apply for membership and such application is subject to approval by the board of directors of the corporation: bee co-operatives organizations of bee pollinators organizations of bee suppliers organizations of queen bee breeders organizations of honey packers

i) Each such organization that contributes its full share towards the funding of the corporation, or provides appropriate intent as determined by the board, may appoint one (1) director to the corporation who is a board member of the organization, or appointed by his Board and holding the rights and privileges of his Board.

...c) An organization that fails to pay its dues will have its membership lapse but may apply for reinstatement.

...d) Applications for non-voting associate memberships may be approved by the board for organizations with an interest in the bee industry, who support the principles and purposes of the corporation. A non-voting associate member that fails to pay its dues will have its membership lapse but may apply for reinstatement.

4. Membership fees, unless otherwise directed by the board, shall be determined on an annual basis by the board.

5. Any member may withdraw from the corporation by delivering to the corporation a written resignation.

...a) Membership in the corporation is not transferable without approval of the board.

6. Any member organization may be required to resign by a vote of two-thirds (2/3) of the voting member organizations.

#### ANNUAL MEETINGS OF MEMBERS, QUORUM, PROXY, NOTICE

7. The annual meeting of directors shall be held at any place as the board may determine and on such day, within 90 days of the fiscal year end, as the directors shall appoint.

A special general meeting may be requisitioned by a majority of voting members.

8. At every annual meeting, in addition to any other business that may be transacted, the financial statements and the report of the auditors shall be presented and auditors appointed for the ensuing year.

9. Fourteen (14) days notice shall be given of any annual meeting of members. Notice of any meeting where special business will be transacted shall contain sufficient information to permit members to form a reasoned judgement on decisions to be taken. Notice of each meeting must remind members if they have the right to vote by proxy.

Each voting member present at a meeting shall have the right to exercise one vote. A member may, by means of a written proxy, appoint a proxy holder to attend and act at a specific meeting of members, in the manner and to the extent authorized by the proxy.

10. A majority of votes cast by members present and carrying voting rights shall determine the questions in meetings except where the vote or consent of a greater number is required by the Act or these by-laws.

A quorum is to be a majority of the number of voting members.

11. No error or omission in giving notice of any annual or general meeting or any adjourned meeting of the members of the corporation shall invalidate such

meeting or make void any proceedings taken and any director may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken. For the purpose of sending notice to any member for any meeting or otherwise, the address of the member shall be his last address recorded on the books of the corporation.

#### BOARD OF DIRECTORS

12. The property and business of the corporation shall be managed by a board comprised of a minimum of five directors. Directors must be individuals, at least 18 years of age, with power under law to contract:

...a) Board members, or appointees of their Board holding the rights and privileges of their Board, of provincial beekeeper organizations (or associations of provincial beekeeper organizations) who are members of the corporation, in good standing.

...b) Board members, or appointees of their Board and holding the rights and privileges of their Board, of other bee organizations who are members of the corporation, in good standing.

13. Directors shall be appointed for up to three (3) consecutive 2-year terms, i.e. for no more than six (6) years, and full voting member organizations shall appoint their directors such that there are no vacant Board positions for longer than six (6) months.

14. The office of director shall be automatically vacated:

1. if the director is removed by the same group that appointed or elected him;
2. if a director has resigned his office by delivering a written resignation to the secretary of the corporation;
3. if he is found by a court to be of unsound mind;
4. if he becomes bankrupt or suspends payment or compounds with his creditors;
5. on death.

15. No director shall directly or indirectly receive any profit from his position; provided that a director may be paid reasonable expenses incurred by him in the performance of his duties. Nothing herein contained shall be construed to preclude any director from serving the corporation in any other capacity and receiving compensation therefore.

16. A retiring director shall remain in office until the dissolution or adjournment of the meeting at which his retirement is accepted or his successor is appointed.

#### POWERS OF DIRECTORS

17. The directors may administer the affairs of the corporation in all things and make or cause to be made for the corporation, in its name, any kind of contract which the corporation may lawfully enter into and, save as hereinafter provided, generally, may exercise all such other powers and do all such other acts and things as the corporation is by its charter or otherwise authorized to exercise and do.

18. The directors shall have power to authorize expenditures on behalf of the corporation from time to time and may delegate by resolution to an officer or officers of the corporation; i.e. the chief executive officer or other, the right to employ and pay salaries to employees. The directors shall have the power to enter into a trust arrangement with a trust company for the purpose of creating a trust fund in which the capital and interest may be made available for the benefit of promoting the interest of the corporation in accordance with such terms as the board of directors may prescribe.

19. The board of directors shall take such steps as they may deem requisite to enable the corporation to acquire, accept, solicit or receive legacies, gifts, grants, settlements, bequests, endowments and donations of any kind whatsoever for the purpose of furthering the principles and purposes of the corporation.

20. The board of directors may appoint agents and engage a chief executive officer and such employees who shall have such authority and perform duties as prescribed by the board of directors.

21. Remuneration for all, officers, agents, employees, and committee members shall be fixed by the board of directors by resolution.

#### DIRECTORS' MEETINGS

22. Meetings of the board of directors may be held at any time and place determined by the directors, or by teleconference, provided that 48 hours notice of such meeting shall be given by phone or email to each director. Notice by mail shall be sent at least 14 days prior to the meeting. There shall be at least two (2) face-to-face meetings per year of the board of directors. No error or omission in giving notice of any meeting of the board of directors or any adjourned meeting of the board of directors of the corporation shall invalidate such meeting or make void any proceedings taken thereat and any director may at any time waive notice of any such

meeting and may ratify, approve and confirm any or all proceedings taken or had thereat. Each director is authorized to exercise one (1) vote.

1. Directors and members of committees of the corporation may meet by teleconference provided that either a majority of the directors and members of committees consent to meeting by teleconference or such meetings have been approved by resolution passed by the directors and members of committees of the corporation.

23. A majority of directors in office but no less than five (5) directors, shall constitute a quorum for meetings of the board of directors. Any meeting of the board of directors at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions by or under the by-laws of the corporation.

#### INDEMNITIES TO DIRECTORS AND OTHERS

24. Every director of the corporation and their heirs, executors and administrators, and estate and effects, respectively, shall from time to time and at all times, be indemnified and saved harmless out of the funds of the corporation, from and against;

1. all costs, charges and expenses which such director sustains or incurs in or about any action, suit or proceedings which is brought, commenced or prosecuted against him, or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by him, in or about the execution of the duties of his office or in respect of any such liability;

2. all other costs, charges and expenses which he sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by his own wilful neglect or default.

#### OFFICERS

25. The officers of the corporation shall be a chair, vice-chair, treasurer and secretary. Any two offices, except chair, may be held by the same person.

26. Officers of the corporation shall be elected by the board of directors.

27. The officers of the corporation shall hold office in keeping with their terms of office as directors or until successors are elected or appointed in their stead. Officers shall be subject to removal by resolution of the board of directors at any time.

## DUTIES OF OFFICERS

28. The chair shall preside at all meetings of the board of directors. He shall see that all orders and resolutions of the board are carried into effect by the chief executive officer employed by the corporation.

29. The vice-chair shall, in the absence or disability of the chair, perform the duties and exercise the powers of the chair and shall perform such other duties as shall from time to time be imposed upon him by the board of directors.

30. The treasurer shall have custody of the funds and securities of the corporation. He shall oversee the keeping of full and accurate accounts of all assets, liabilities, receipts and Canadian Honey Council By-laws July 21 2008 5 disbursements of the corporation in the books belonging to the corporation and oversee the deposit of all monies, securities and other valuable effects in the name and to the credit of the corporation in such chartered bank or trust company as may be designated by the board. He shall oversee the disbursement of the funds of the corporation as may be directed by proper authority taking proper vouchers for such disbursements, and shall render to the directors at the regular meeting of the board of directors, or whenever they may require, an accounting of all the transactions and a statement of the financial position, of the corporation. He shall also perform such other duties as may from time to time be directed by the board of directors.

31. The secretary shall oversee recording all votes and minutes of all proceedings in the books to be kept for that purpose. The secretary shall give or cause to be given notice of all meetings of the board of directors, and shall perform such other duties as may be prescribed by the board or chair. The secretary shall be the custodian of the seal of the corporation.

32. The duties of the chief executive officer and other agents and employees of the corporation shall be such as the terms of their engagement call for, or as the board of directors requires.

## COMMITTEES

33. The board of directors may appoint committees whose members will hold their offices at the will of the board. The board shall determine the duties of such committees and may fix by resolution, any remuneration to be paid.

## EXECUTIVE COMMITTEE

34. There shall be an executive committee composed of the chair, vice-chair, treasurer and secretary. The

chief executive officer employed by the corporation shall be an ex-officio non-voting member of this committee. The executive committee shall exercise such powers as are authorized by the board of directors. Any executive committee member may be removed by a majority vote of the board of directors.

35. Meetings of the executive committee shall be held at any time and place determined by the members of the committee provided that forty-eight (48) hours written notice of such meeting shall be given by phone or email to each member of the committee. Notice by mail shall be sent at least fourteen (14) days prior to the meeting. Not less than two (2) members of the executive committee shall constitute a quorum. No error or omission in giving notice of any meeting of the executive committee or any adjourned meeting of the executive committee of the corporation shall invalidate such meeting or make void any proceedings taken thereat and any member of such committee may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat.

## EXECUTION OF DOCUMENTS

36. Contracts, documents or any instruments in writing requiring the signature of the corporation, shall be signed by any two of the chair, vice-chair, treasurer, secretary of the corporation and all contracts, documents and instruments in writing so signed shall be binding upon the corporation without any further authorization or formality. The directors shall have power from time to time by resolution to appoint the chief executive officer or agents or other employees on behalf of the corporation to sign specific contracts, documents and instruments in writing. The directors may give the corporation's power of attorney to any registered dealer in securities for the purposes of the transferring of and dealing with any stocks, bonds, and other securities of the corporation. The seal of the corporation when required may be affixed to contracts, documents and instruments in writing signed as aforesaid or by the chief executive officer or any agent appointed by resolution of the board of directors.

## MINUTES OF BOARD OF DIRECTORS (AND EXECUTIVE COMMITTEE)

37. The minutes of the board of directors (or the minutes of the executive committee) shall be available only to members of the board, each of whom shall receive a copy of such minutes.

## FINANCIAL YEAR

38. The financial year of the Corporation shall be determined by the board of directors.

## AMENDMENT OF BY-LAWS

39. The by-laws of the corporation not embodied in the Letters Patent may be repealed or amended by by-law, or a new by-law relating to the requirements of subsection 155(2) of the Canada Corporations Act, may be enacted by a majority of the members at a meeting of the board and sanctioned by an affirmative vote of at least two-thirds (2/3) of the votes cast in favour of the by-law at a meeting of members duly called for the purpose of considering the said by-law, provided that the repeal or amendment of such by-laws shall not be enforced or acted upon until the approval of the Minister of Industry has been obtained.

40. The members shall, at each annual meeting, appoint an auditor to audit the accounts and annual financial statements of the corporation for report to the members at the next annual meeting. The auditor shall hold office until the next annual meeting provided that the members may fill any casual vacancy in the office of the auditor.

## BOOKS AND RECORDS

41. The board shall see that all necessary books and records of the corporation required by the by-laws of the corporation or by any applicable statute or law are regularly and properly kept.

## RULES AND REGULATIONS

42. The board may prescribe such rules and regulations not inconsistent with these by-laws relating to the management and operation of the corporation as they deem necessary.

## DISSOLUTION

43. In the event of dissolution of the corporation the assets shall be divided among the member organizations as determined by the board.

## INTERPRETATION

44. In these by-laws and in all other by-laws of the corporation hereafter passed unless the context otherwise requires, words importing the singular number or the masculine gender shall include the plural number or the feminine gender, as the case may be, and vice versa, and references to persons shall include firms and corporations.

## **A – MEETING POLICY AND PROTOCOL** (Updated October 2010)

The following policies and protocols are supplementary to by-laws 7, 8, 9, 10, 11, 22, 23 and 37.

### **ANNUAL GENERAL MEETINGS**

#### **Resolutions from Member Organizations**

**A1** While the Board deals with issues raised by Directors at its regular meetings, the AGM provides an opportunity to receive and vote on resolutions from member organization AGMs.

#### **Scope of Resolutions from Member Organizations**

**A2** The Board only considers member organization resolutions that are national in scope.

#### **Format and Timing of Resolutions from Member Organizations**

**A3** The Board invites member organization resolutions at least 3 weeks prior to the CHC AGM. Resolutions must be submitted in the format required (see A6). Resolutions may be received up to 1 week before the CHC AGM, and all resolutions received will be distributed to all Directors for their information, about 1 week prior to the AGM.

#### **Discussion and Decision on Resolutions from Member Organizations**

**A4** The Board discusses and votes on member resolutions using the same procedure employed for other agenda items and a resolution may be tabled, e.g. if additional information is needed.

#### **Reporting on Action on Resolutions from Member Organizations**

**A5** The Board reports to member organizations on action taken regarding their resolutions when resolutions are invited, and also when it makes its annual report to member organizations.

#### **Format of Resolutions**

**A6.1** Resolutions from member organizations should be worded to reflect action required by the CHC. Reference to the member organization should be removed from the request. Example:

*Be it resolved that the CHC ....*

**A6.2** The CHC can only recommend changes to federal regulations or policy and resolutions should reflect this terminology. Example:

*Be it resolved that the CHC recommends to [organization XXX] that action be taken to....*

#### **Election of Officers**

**A7** The Chair appoints an impartial “election official” and all Officers are elected at the AGM, following this procedure:

- Call for nominations for Chair and elect Chair.
- Call for nominations for Vice-Chair and elect Vice-Chair.
- Call for nominations for Treasurer and elect Treasurer.
- Call for nominations for Secretary and elect Secretary.

### **OTHER BOARD MEETINGS**

**A8** The Chair may call additional meetings of the Board as required and these may be conducted as teleconferences. *In camera* meetings may be held at the discretion of the Executive Chair, with an agenda and notification of these meetings.

## **MINUTES OF BOARD MEETINGS**

**A9** The CEO ensures that minutes of all meetings are prepared and circulated to Board members in a timely fashion. If an *in camera* meeting is held and the CEO is not present, then the Board Secretary will be responsible for preparation of the minutes and these will be held in a locked box, in the national office. Access to *in camera* minutes is through the Chair.

## **STANDING AND AD HOC COMMITTEE MEETINGS**

**A10** Board Committee meetings are held at the call of the Chair of each Committee and the Committee Chair is responsible for ensuring that meeting minutes are taken and forwarded to the CEO. The CEO is responsible to ensure that Committee meeting minutes are distributed to all Board members in a timely fashion.

## **B – BOARD AND COMMITTEES POLICY AND PROTOCOL**

**(Updated October 2010)**

*The following policies and protocols are supplementary to by-laws 22, 23, 24, 25, 26, 27, 28, 29,30, 31, 33, 34,35, 37 and 41.*

### **BOARD RESPONSIBILITIES AND ROLES**

#### **Duties of Board**

**B1** The Board is responsible for: CHC's long-term mission and current strategic priorities, fiscal and legal oversight of the corporation, CEO selection and evaluation, external communication, resource development (adequate funding), assessment and control systems, and Board self-management (see guidelines below).

#### **Executive**

**B2** The Board elects its executive including Chair, Vice-Chair, Treasurer and Secretary at the AGM. In the event of the resignation of an officer, the Chair may make an interim appointment pending approval by the Board.

#### **Board Meetings**

**B3** The Board meets annually (see AGM Policy) and in addition there is one face-to-face meeting yearly, the costs of which are covered by the CHC budget. Teleconference meetings may be called by the Chair as required.

#### **Meeting Minutes**

**B4** Minutes of meetings of the Board and its Committees are distributed in a timely way only to members of the Board.

### **BOARD COMMITTEES**

#### **Standing Committees**

**B5** Officers comprise the Board's Executive Committee (see protocol for terms of reference). In addition the Board appoints two standing committees at the AGM: Finance Committee, chaired by the Treasurer and Membership and Events Committee, chaired by the Secretary (see **B5(a)** and protocols for terms of reference).

#### **Role of Executive Committee**

**B5(a)** Executive Committee is restricted to planning for Board meetings and following up on Board motions and Board-determined actions; Executive Committee does not make decisions for the Board except in extraordinary circumstances as determined by the Chair. When Executive Committee direction is sought by the CEO on any matter, this matter is first discussed by all Executive members and then the Chair determines the result and directs the CEO accordingly.

#### **Ad hoc Committees**

**B6** The Board appoints ad hoc committees for specific purposes as detailed in their terms of reference.

### **BOARD PROTOCOLS**

- Board meetings are called by the Chair in consultation with the CEO, who handles the logistics of meetings and ensures appropriate documentation as well as timely distribution of minutes.
- As deemed appropriate and necessary by Executive Committee, the Board evaluates its own performance (see Guidelines – Board Performance Questionnaire).
- Terms of reference for Standing Committees:

## **Executive Committee Terms of Reference**

### **Purpose**

This committee:

- guides strategic planning and monitors progress toward long term goals
- advises the Board and the CEO on maintaining strategic direction (setting strategic direction is the Board's primary responsibility)
- reviews issues and proposed projects that come to the Board and recommends action (or no action) in light of long term goals and strategic direction
- supports the CEO and conducts the annual performance appraisal of the CEO
- makes Board decisions between Board meetings, as required
- guides the processes for orientation and self-assessment of the Board
- develops, reviews and and recommends to the Board policies and protocols pertaining to the above, as well as communication and lobbying

### **Members**

The members of this Committee are:

Chair (who chairs the Committee)  
Vice-Chair  
Treasurer  
Secretary  
CEO (ex officio)

### **Meeting Schedule**

The Executive Committee will meet by teleconference during the summer season to conduct the business of the Board and otherwise as required by the CEO and Chair.

### **Reporting**

Minutes of Executive Committee meetings will be distributed to all Board members in a timely way, by the CEO.

## **Finance Committee Terms of Reference**

### **Purpose**

This committee:

- develops, reviews and recommends to the Board policies and protocols pertaining to fiscal oversight and all other budget and financial matters
- advises the Board on fiscal oversight (fiscal oversight is a legal requirement of the Board)
- guides budget planning
- recommends to the Board the annual director fee and hive fee assessment
- monitors actual income/expenses
- recommends the auditor and helps ensure compliance with auditor's management notes, etc.

### **Members**

The members of this Committee are:

Treasurer (who chairs the Committee)  
Other Directors (at least 2)  
CEO and Business Manager (ex officio)

### **Meeting Schedule**

The Finance Committee will meet quarterly and otherwise as required by the CEO and Treasurer.

### **Reporting**

Minutes of Finance Committee meetings will be distributed to all Board members in a timely way by the Business Manager.

The Treasurer will report on behalf of the Committee, at all Board meetings.

## Membership and Events Committee Terms of Reference

### Purpose

This committee:

- develops, reviews and recommends to the Board policies and protocols pertaining to membership and events
- reviews and makes recommendations to the Board on all member applications
- guides planning and delivery of major events (e.g. conferences with member associations, stakeholder meetings, educational and research symposia)
- makes recommendations on participation in international events
- advises the Board on communication regarding membership and events

### Members

The members of this Committee are:

- Secretary (who chairs the Committee)
- Other Directors (at least 2)
- CEO (ex officio)

### Meeting Schedule

The Membership and Event Committee will meet as required by the CEO and Secretary.

### Reporting

Minutes of Membership and Event Committee meetings will be distributed to all Board members in a timely way by the CEO.

The Secretary will report on behalf of the Committee at Board meetings, as appropriate.

<b>Guidelines – Board Duties (from Governance Workshop, February 2008)</b>
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Board effectiveness depends on all members of the Board knowing and fulfilling their responsibilities, namely:

- **Long-term mission and current strategic priorities**  
To establish and steer CHC toward its overall mission, fulfill its purpose, ensure priorities are identified
- **Legal and fiscal oversight**  
To ensure that CHC behaves in a fiscally and legally responsible manner
- **CEO selection and evaluation**  
To ensure that the best person holds the position of CEO, that mutual expectations of Board and CEO are clear, and that the role of CEO is performed satisfactorily
- **External communication**  
To represent the interests of CHC to its external public including government and to ensure that the interests of key external stakeholders are made known inside the CHC
- **Resource development**  
To ensure that CHC obtains adequate funds to achieve its mission and priorities
- **Assessment and control systems**  
To ensure CHC has transparent communication as well as the right administrative structures and policies, information systems, review processes, etc. to function efficiently and effectively
- **Board self-management**  
To set criteria for Board Directors, adhere to conflict of interest guidelines, use appropriate structures for organizing the Boards' work, orient new Board members, plan for succession, and evaluate and improve effectiveness of Board meetings (see guidelines for Board Performance Questionnaire)

## Guidelines – Board Performance Questionnaire

This is a checklist of questions for the Board to use when it examines its own performance. The checklist is adapted from Industry Canada's website "primer for directors of not-for-profit corporations" (accessed in March 2008).

Does the Board know:

1. Under what legislation is the CHC incorporated?
2. What is the mission of the CHC and when it was last reviewed?
3. Who are the members of the CHC?
4. Whom does CHC serve – the members or some other constituency?
5. To whom is the Board accountable?

Are all Directors:

6. Committed to the mission of the CHC?
7. Able to contribute the time necessary to be an effective Board member?
8. Able to place the organization's purposes and interests above their own business, professional and personal interests when making decisions as a Board?

At all meetings:

9. Is there a clear agenda?
10. Does the Chair keep the discussion on topic, build consensus before calling for a vote, and end items with an action plan?
11. Do all Directors make their points briefly, then listen to others?
12. Are there minutes that are accurate and distributed in a timely fashion?

## **C – CEO POLICY AND PROTOCOL**

**(Updated October 2009)**

*The position of "National Coordinator" was upgraded and redefined as "Chief Executive Officer" during the "Forging a New Direction" project (in 2008). During restructuring resources for the national office were increased to include not only one full-time employee, the CEO, but also contractors to provide office management, executive and financial services, plus website and "Hivelights" support. In addition, during 2008/2009, the national office received assistance for project coordination from Government of Manitoba through their provincial apiculturist, acting as CHC Project Coordinator.*

*The following policies and protocols are supplementary to by-law 20, 21, and 32.*

### **CEO POLICY**

#### **Position Description**

**C1** The Chief Executive Officer's responsibilities and roles are defined in a position description (see protocol for position description) that is reviewed and updated by the Board as required.

#### **Benefits and Compensation**

**C2** The CEO's compensation and benefits, including an annual vacation, are approved by the Board and established, for a mutually agreeable period, in a letter of agreement endorsed by the CEO and the Chair.

#### **Performance Evaluation**

**C3** The CEO is responsible to the Board through the Chair, and CEO performance is evaluated annually by the Chair of the Board with input from Executive Committee and other Directors, using the position description as a guide.

#### **Hiring**

**C4** CEO recruitment may be overseen by an ad hoc committee of the Board whose terms of reference are approved by the Board (see protocol for terms of reference).

#### **Resignation and Termination**

**C5** In the event of resignation, the CEO is expected to give at least 1 month's notice to the Chair of the Board and in the event that the Board requires a termination, the CEO is given appropriate notice and at least 1 month's pay from the time of notice.

## **CEO PROTOCOLS FOR HIRING, PERFORMANCE EVALUATION, AND RESIGNATION OR TERMINATION**

- The Chair documents the results of the CEO's annual performance evaluation in a letter to the CEO to enable improvements and guide CEO professional development.
- In the event that the CEO resigns or the Board terminates the CEO, then this must be communicated in writing by the CEO to the Chair of the Board or by the Chair of the Board to the CEO, respectively.
- The Board may appoint an ad hoc committee to hire a new CEO (position description follows):

### **Terms of Reference for ad hoc Hiring Committee**

#### **Purpose**

This committee is appointed by the Board to ensure that a fair and thorough process is used to engage a qualified CEO.

#### **Members and Meetings**

The members of this Committee are at least 2 Executive Committee members and up to 2 others as approved by the Board. Committee members may elect a Chair of their Committee and meetings are called by the Chair as required.

#### **Tasks**

Committee members are to:

1. Review and update the CEO's position description.
2. Recommend to the Board an appropriate hiring process including i) the hiring process budget and timeframe, ii) nature and extent of advertising, iii) criteria for selection of candidates for interview and iv) criteria for selection of a candidate for the position.
3. Review applications and select for interviews, using the criteria approved by the Board.
4. Interview candidates, using the criteria approved by the Board.
5. Make a recommendation regarding the preferred applicant.
6. Prepare a draft letter of agreement to engage the new CEO, pending Board approval.

#### **Reporting**

The Committee will report to the Board on a regular basis at Directors' meetings, and will make timely recommendations to expedite the hiring process.

#### **Support**

The Committee may seek the support of others, as required, with approval of the Board.

# CHC NATIONAL OFFICE JOB DESCRIPTION

## CHIEF EXECUTIVE OFFICER

### Background and Rationale

The Canadian Honey Council's former National Coordinator position has evolved into a multi-discipline, multi-task occupation that demands flexibility and ability to work at *all* levels on *many* tasks including: planning, lobbying, public speaking, procuring funding to support the organization, undertaking projects, financial administration, producing the national industry publication 4 times a year, maintaining the website, event coordination, general communication and others. New expectations are emerging with the new direction for the CHC. To support the new direction, it has been determined by the Board that the future CHC national office is to be run by a full-time Chief Executive Officer with defined responsibilities that are focused on the needs of the re-invented national organization.

Generally speaking, the CEO will be responsible for supporting the Board, strategic planning, communication, promotion of the organization and the industry, and national office management. The CEO will be responsible for overseeing the business aspects of the CHC and may retain a "business manager" or equivalent expertise to deal with budgeting, funding, financial performance, financial record keeping and reporting, as well as to administer projects, events, and other services to member organizations and other honey bee industry stakeholders. The CEO is the senior person in the national office, directly responsible to the Board through the Board Chair. All contractors and other staff are responsible to the CEO.

### Summary Position Description and Qualifications

The Chief Executive Officer of the CHC is responsible to the Board, through the Chair of the Board, for:

- Strategic Planning
- Board Support
- Communications (Member Organization Liaison, Federal Government Liaison and National Influence/Lobbying)
- Promotion of the Industry and the Organization
- National Office Management (Assets, Budgets, Human Resources)
- Coordination/Supervision of Specific Projects and Programs related to the above

#### Qualifications and Skills

Applicants will have related education equivalent to University Masters level; demonstrated sound judgment and the ability to plan, establish and execute priorities; excellent communication and promotion skills; and the ability to work in a team environment. Fluency in French would be an asset.

#### Knowledge and Work Experience

Applicants will have knowledge of the Canadian honey bee industry (and/or other national agricultural commodity industries) and at least 5 years related work experience with increasing levels of responsibility.

The following chart provides details on the CEO's responsibilities and tasks to guide incumbents and to provide a basis for CEO performance evaluation by the Board.

### Performance Evaluation

The notes column provides space to indicate the level of performance of the CEO. "G" indicates good performance, exceeding expectations. "S" indicates satisfactory performance, meeting expectations. "N" indicates performance needing improvement in order to meet expectations.

CEO RESPONSIBILITIES AND TASKS	Notes*
<p><b>Planning (Strategic)</b>            Coordinate the Board's processes for identifying strategic priorities</p> <p>Identify opportunities for the CHC to advance its strategic directions</p> <p>Identify short-term and long-term industry trends and issues and develop plans to address these in accordance with strategic priorities</p> <p>Identify industry trends and issues that could result in the need to re-evaluate strategic priorities and make recommendations to the Board for changes to strategic priorities, as appropriate</p> <p><b>Planning (Operational)</b>            Identify opportunities for the CHC to advance its strategic directions and improve its operational efficiency</p> <p>Develop proposals and recommendations for the organization's action plans in accordance with strategic priorities and directions</p> <p>Identify opportunities for grant applications to support the strategic priorities, prepare applications, and oversee and monitor project implementation</p> <p>Plan for and implement programs to maintain project initiatives</p> <p>Propose annual budget and action plan to support strategic directions</p>	<p><i>Priorities confirmed October 2009:</i></p> <ul style="list-style-type: none"> <li>&gt;Hive Health</li> <li>&gt;Food Safety</li> <li>&gt;Market Access/Share</li> <li>&gt;Labour and Succession</li> </ul>
<p><b>Board Support</b>            Implement Board strategic priorities and action plans</p> <p>Coordinate all Board and Board Committee meetings</p> <p>Make recommendations to the Chair on agenda items for all Board meetings</p> <p>Ensure all Board and Committee meetings are documented appropriately</p> <p>Present regular CEO/management reports at all Board meetings (to be recorded in the Board minutes)</p> <p>Oversee preparation of financial statements for presentation by the Treasurer to the Board</p> <p>Present periodic reports on the state of the industry</p> <p>Update the Board on significant staffing, regulatory, legal or other issues</p> <p>Assist the Membership and Events Committee to make decisions on new member applications</p> <p>Assist in the orientation of new Directors</p>	

\*Performance may be rated by category and/or by item, as G = Good, S = Satisfactory or N = Needs Improvement.

<p><b>Communication</b>  Maintain two-way communication between the national office and provincial/member organizations</p> <p>Ensure that the CHC website is current and adequate to support strategic directions</p> <p>Oversee production and distribution of <i>Hivelights</i></p> <p>Oversee production and distribution of other communications</p> <p>Coordinate responses to media requests</p> <p>Act as designated spokesperson for the national organization to provincial member (and other member) organizations, industry stakeholders, other commodity groups, professional associations, educational and research institutions, governments, media, and the general public, on all operational and routine matters</p> <p>Ensure that all inquiries and correspondence are dealt with in a courteous, professional and prompt manner</p>	<p><i>Includes monthly "b-TALK" newsletters</i></p>
<p><b>Promotion of Organization and Industry</b>  Maintain a positive image of the organization and the industry in all dealings with the public</p> <p>Assist the Board to influence government agencies and policy, specifically by preparation of background and issues papers and coordination of meetings</p> <p>Assist provincial host organizations and CAPA with planning and delivery of a national annual research symposium</p> <p>Represent the national organization in joint initiatives and meetings with government, CAPA, other organizations, and stakeholders</p> <p>Encourage sponsorship and oversee the sponsorship program</p> <p>Identify opportunities for the organization to improve services to member organizations, in collaboration with Membership and Events Committee</p> <p>Oversee planning and delivery of services to member organizations</p> <p>Identify and make recommendations to the Board on promotion of the CHC and the Canadian honey bee industry at international events and initiatives</p>	

**National Office Management (General)**

Supervise all aspects of operations to ensure the efficient, cost-effective operation of the organization

Implement all Board policies and protocols

Develop organizational policies and procedures for Board approval

Prepare monthly reports outlining progress on implementation of Action Plans and action arising out of Board direction and meetings

Ensure compliance with all legal requirements of the organization

Negotiate and oversee contracts, agreements and leases

Review insurance requirements and policies annually

**National Office Management (Financial)**

Oversee preparation of annual Budgets based upon strategic priorities, in collaboration with Finance Committee

Oversee the determination of member fees necessary to support the annual operations budget

Identify other funding sources to support the operations budget

Monitor actual operations expenditures against the annual Budget, and recommend revisions to budgets if required

Oversee banking, accounts payable and accounts

Ensure appropriate administration of investments and funds, as directed by the Board

Oversee preparation of monthly and annual comparative financial reports

**National Office Management (Human Resources)**

Hire all staff and retain all contractors

Ensure detailed action plans for staff and contractors with measurable performance objectives

Monitor the performance of all staff and prepare annual written evaluations of any staff within 60 days of the anniversaries of their employment;

Establish compensation levels of all staff, subject to such general policies and guidelines as may be established from time to time by the Board of Directors

Terminate staff employment and contracts as necessary

Supervise employee training and orientation of contractors

## **D – COMMUNICATION POLICY AND PROTOCOL**

**(Approved October 2008 – Hivelights Guidelines Updated October 2009)**

*Communication is a vital aspect of CHC and concerns about communication were raised and addressed during the early stages of the Forging a New Direction project when options for the future were being developed. At the new Board's first Governance Workshop (February 2008) it was agreed that communication is also a key to Board effectiveness. As a result, the CHC Board has adopted a comprehensive range of communication policies better to serve its members and the Canadian honey bee industry.*

*This policy addresses both "internal" and "external" communication.*

*Internal communication includes communication:  
between member organizations and the CHC,  
among Board members, and  
between the Board and the CEO.*

*External communication includes communication between CHC and:  
industry stakeholders,  
other national commodity groups and organizations,  
related professionals and professional associations,  
government and government agencies, both federal and provincial,  
international organizations,  
the general public, and  
the media.*

*Guidelines for CHC's traditional communication vehicle, Hivelights magazine, are also included here.*

### **INTERNAL COMMUNICATION**

#### **Member Organizations and CHC**

**D1** Directors are responsible to inform members of their organizations about CHC activities. To enable accurate and frequent communication between CHC and its member organizations, Directors will report:

to their Boards regularly on CHC Board activities and  
to all members of their organizations at AGMs.

**D1.1** The CEO will report on national office activities through a brief monthly (e-mail) newsletter to all Board members of all member organizations.

**D1.2** The CEO will attend member organizations' AGMs regularly, following a schedule approved by the Board and delivering the CHC message as directed by the Board.

#### **National CHC Magazine *Hivelights***

**D2** All members of member organizations will receive the national magazine, *Hivelights* directly from the national office or from their own organization.

#### **CHC Website**

**D3** The CHC website will be maintained to provide readily accessible current information.

## **Board Members**

**D4** Board members will be courteous and honest in their verbal and written communications amongst one another as well as with their colleagues on the Boards of member organizations.

## **Board and CEO**

**D5** The Board's communication with the CEO will be through the Chair (to whom the CEO is directly responsible) and through the other Executive Committee members (i.e. the Vice-Chair, Treasurer and Secretary) if necessary; other Board members may communicate with the CEO but they may not provide direction, which always comes through the Chair.

## **EXTERNAL COMMUNICATION**

### **All External Communication**

**D6** Spokespersons for the CHC will respond to all external requests in a business-like, courteous, and prompt manner.

### **Industry Stakeholders, National Organizations and Professional Associations**

**D7** The CEO is the designated spokesperson to industry stakeholders, other national organizations and professional associations and their members.

### **Government and Government Agencies**

**D8** The Chair or other Executive Committee members, whom the Chair may designate, are the spokespersons for CHC to the political level of federal and provincial governments. The CEO is the designated spokesperson to ministry and agency staff.

### **International Bodies**

**D9** The CEO coordinates responses to all communications with international bodies.

### **General Public, Sponsors and Donors**

**D10** The CEO is the designated spokesperson to the general public.

### **Sponsors and Donors**

**D11** The CEO is the designated spokesperson to sponsors and donors of CHC.

### **Media**

**D12** The CEO coordinates responses to all media requests.

## **COMMUNICATION PROTOCOLS**

- Directors are to prepare their reports to their organizations using the monthly national office newsletter forwarded by the CEO, updates contained in website reports and, only as appropriate, using information contained in Board minutes.
- Written communications are to be consistent with policy; e.g. letters to government ministers are to be signed by the Chair while letters to government officials are to be signed by the CEO.

*“Hivelights” is the official magazine of the Canadian Honey Council (CHC), the national organization of the beekeeping industry in Canada. “Hivelights” is a primary communication vehicle of the CHC. It promotes and speaks for the Canadian honey bee industry by showcasing the activities of the CHC and its member organizations, as well as being a source of authoritative information. “Hivelights” is published quarterly, distributed nationally by the CHC, and goes free of charge to members of the member organizations of the CHC. It is also made available to others on request. Publication dates are: February, May, August and November of each year.*

**Purpose:** *Hivelights* strives to provide high quality information on a variety of current topics to promote and sustain the Canadian honey bee industry.

**Funding:** The cost of production and distribution of *Hivelights* is offset by CHC membership fees and advertising. Current advertisement rates are available from the CHC and are subject to change each year. Advertising discounts are available for multiple issues. Revenue from advertising goes towards production and mailing costs.

**Advertising:** Advertising income is expected to cover production costs. Advertisers must pay in advance to receive maximum discount. (Artwork must be received two weeks prior to publication to ensure content and reproduction is satisfactory.) Ads must be:

- Appropriate to the honey bee industry
- Not offensive
- Acceptable to regulatory agencies (i.e. not promoting unregistered treatments or illegal activities)

Advertisements consist of various-sized copy in black and white, spot colour or full colour. Classified ads are up to 50 words and appear in a section towards the back of the magazine. Business card-size ads are generally printed on the inside back cover. Advertorials may be accepted with text and graphics up to one page maximum. Rates are reviewed annually.

**Hivelights Committee:** A working group of two or three (staff and/or others) is appointed by the CEO to advise, review articles, seek advertisers and assist the *Hivelights* editor.

**Editor:** The CEO will perform or oversee the function of editor of *Hivelights*. The editor must possess good communication skills and be comfortable in a computer-based publishing environment.

**Webmaster:** The individual performing this function, also supervised by the CEO, should have excellent information technology skills, a working knowledge of the honey bee industry, and a keen interest in promoting the CHC. The webmaster will be responsible for uploading *Hivelights* content to the website with a searchable Table of Contents for public view. The webmaster may also perform other tasks assigned by the CEO.

**Editorial Policy:** A disclaimer will be made that “views are those of the authors and do not necessarily represent those of the Board and national office of the Canadian Honey Council”.

**Letters to the Editor:** Letters are published at the discretion of the editor if the content promotes discussion of ideas and opinions, but will be refused if personal or if the author is not identified

**Content:** *Hivelights* includes reports from the CHC national office, reports from the CHC Board of Directors, and a variety of stories, reviews, research articles and news releases for and from all sectors of the Canadian honey bee industry and elsewhere as appropriate.

Articles will:

- Promote unity not division
- Be unpartisan and non-religious
- Not be offensive (e.g. not contain “bad taste” humour)
- Relate to the honey, honey bee or allied industries
- Have Canadian content or obvious application to the Canadian honey bee industry
- Be original and reprinted only if the article has not been disseminated in other Canadian bee publications
- Provide author’s name, affiliation and address under the title
- Provide contact details and references at end of the article

**Style and Standards:** Material supplied for the magazine must meet production requirements. Text should be on a word or text file (preferably not formatted). Photos should be high resolution (not less than 300 dots per inch) and in a file format acceptable to production. They should be CMYK suitable for the four-colour printing process. Three colour (RGB) files are acceptable but must be converted before printing which incurs an additional charge. Advertisements must be pre-formatted PDF files.

The front cover contains a full colour photograph leading into an editorial article. The official masthead “*Hivelights*” runs at the top of the front cover and has the production date, volume and issue number. The left side of the cover has a colour band that is the same on each issue for the year. The colour corresponds to the international queen colour code. (Years ending in 1 or 6 = white, 2 or 7 = yellow, 3 or 8 = red, 4 or 9 = green, 0 or 5 = blue.) The band contains the year and issue number. Editorial articles may be highlighted in the bottom right corner of the front cover.

The inside front cover consists of advertising. The inside back cover is business directory and other smaller ads.

The centre spread has no advertising and should be visually appealing.

Page one of the magazine contains a brief introduction to the Canadian Honey Council, the issue date, volume number and issue number with a picture of the front cover with photo credit, followed by the Table of Contents.

The balance of the magazine pages are either editorial articles or advertising to bring the total number of pages to thirty two.

Editorial in the magazine is formatted in both three and four columns. Type size is 9.5 pt or 10 pt with single spacing. Page margins are  $\frac{3}{4}$ ” left and right outside margins, 1” centre spread margin,  $\frac{1}{4}$ ” foot and  $\frac{3}{4}$ ” head margin. Article headings are subject to design. Photographs are usually run within the text, in full colour.

Articles must:

- Be clear, unambiguous, and truthful
- Have all references checked
- Be grammatically correct

Graphics and Figures must:

- Be appropriate to text
- Have correct captions
- Be formatted properly for printing
- Give credit to the photographer or artist following caption

**Finished Magazine:** *Hivelights* is printed as a 32 page self-cover magazine containing both editorial and advertisement content. The Canada Post Publications Agreement allows up to 75% advertisement content. Size of publication is 8 ½" x 11" and it is "saddle stitched" at the spine. *Hivelights* is produced by offset, lithographic printing on 60 lb. gloss coated text paper and printed by the four colour process (magenta, cyan, yellow and black inks).

**Distribution:** *Hivelights* is mailed under Publication Mail Agreement 40031644 by Canada Post. This must appear within the first three pages of the magazine. The CHC customer number is 3876934 but this does not appear in the magazine.

The *Hivelights* mailing list is generated by the CHC from address lists supplied by provincial organizations. It is maintained in a master database in Excel format and is updated two weeks prior to each issue. The mailing address file must be compliant with Canada Post regulations and be 95% accurate. The address mailing list must:

- Be in Exel format
- Contain correct spellings for First Name, Last Name, Company (if supplied), Street or PO Box, RR Number, Town, Province, Postal Code and Country
- Include date of subscription
- Include notes about address changes

*Hivelights* is mailed through a local mailing house using a "poly bag" envelope that contains the magazine, mailing address and any other material for the mailing issue (flyers, brochures, reports etc.).

**Registration:** *Hivelights* is registered as a magazine with National Libraries and Archives of Canada with a registration number ISSN 1489-730X. This also must appear in the magazine on page one.

**Copyright:** All original material remains copyright of the CHC and may be reprinted with permission. Material reprinted from other publications must have permission prior to printing and due credit must be given to author.

**Subscriptions:** *Hivelights* subscriptions may be offered on an individual basis to government agencies, libraries and schools in Canada. Some subscriptions may be offered free of charge to sponsors, advertisers, and selected donors at the discretion of the CEO. All international subscriptions will be provided for a fee great enough to at least cover production, mailing and administrative costs in keeping with CHC policy for all products and services.

## **E – CONFIDENTIALITY POLICY AND PROTOCOL**

**(Updated October 2010)**

*At its first Governance Workshop (February 2008) the new CHC Board recognized that confidentiality is an important consideration in terms of what makes a good Board. Confidentiality in Board meetings is necessary so that Board members feel free to express their points of view openly and because, from time to time, Board Directors receive privileged information.*

*These are important points to bear in mind, gleaned from guidelines for other not-for-profit Boards:*

- *Directors owe positive loyalty to the Board.*
- *Directors must accept that decisions are made on a majority basis after due deliberation and that it is the obligation of Board members to abide by and support decisions made, rather than undermine, them.*
- *Board members do not publicly criticize Board members or staff.*

### **Privacy**

CHC is committed to protecting the privacy of its member organizations, Directors, staff, sponsors and donors, and those who communicate with the national office or use CHC websites.

### **CONFIDENTIALITY POLICY**

#### **Board Deliberations and Decisions**

**E1** In reporting to their respective organizations, Directors may divulge their voting positions and summarize the Board's deliberations.

#### **Communicating Decisions**

**E2** Board decisions are made known through agreed-upon channels of communication (see communication policy).

### **CONFIDENTIALITY PROTOCOL**

- The Chair conducting any CHC Board or committee meeting may remind those present of the CHC's confidentiality policy.

### **PRIVACY POLICY** [adapted from <http://www.conference-board.org/utilities/privacy.cfm>]

#### **Collection of Information**

**E3** The CHC national office may collect personally identifying information such as name, company name, address, telephone number, e-mail address, or credit card information only when it is given voluntarily. (For example, when people subscribe to services, CHC may need to collect their information, or when they post messages to bulletin boards CHC may collect their information included in the message; e.g., email address, name, phone numbers).

#### **Use of Information**

**E4** The CHC national office will use personally identifying information for CHC business and may share it only with third parties who perform services for CHC such as conducting surveys, web site hosting and maintenance, processing subscription requests or responding to requests for particular products or services.

#### **Security**

**E5** The CHC national office maintains personally identifying information in secure files, databases and archives and strives to safeguard such information from unauthorized access. In addition, CHC uses secure encryption to protect credit card information.

## **F – CONFLICT OF INTEREST POLICY AND PROTOCOL** (Updated October 2010)

*A conflict of interest exists when a person has a personal interest in the same matter as a corporation of which he is a Director. There is nothing inherently wrong with having a conflict of interest but conflicts of interest must be declared. Problems arise only when a person who has such a conflict fails to put his personal interest aside, and fails to act in the best interests of the corporation.*

*In most cases conflicts of interest are measurable in financial terms: a Director; his business; his property; his relatives, friends or co-workers should not receive direct benefits from his actions as a Director. These include financial, social or political gain, or other opportunities that a Director learns about by reason of his position.*

### **CONFLICT OF INTEREST POLICY**

#### **Director Declaration**

**F1** A Director is required to confirm annually, in writing, that he will declare to the Board the nature and extent of any real or apparent conflict of interest and also that he will make such a declaration as soon as he becomes aware of a possible conflict.

**F1(a)** If a Director does not declare a conflict that another Director perceives he may have, the other director may point this out to the Board.

#### **Policy**

**F2** Where a **declared** conflict pertains to a policy decision, the Board determines (following the usual voting procedures) whether the Director may or may not participate in discussions and decisions or the Director may choose to withdraw voluntarily from discussions and decisions.

#### **Contracts**

**F3** No Director who intends to bid on a contract, or who has a close business or family relationship with an individual or company who is bidding on a contract with CHC, will take part in discussions or decisions regarding the contract.

#### **Projects**

**F4** CHC CEO, staff and Directors, and the family members of these individuals are not hired to do CHC projects although these people may volunteer their time and have their travel and accommodation expenses paid out of project funds.

#### **Gifts**

**F5** A Director (including the CEO and other ex officio members of the Board who may be appointed from time to time) may accept a gift in the course of performing Board responsibilities only when:

- the gift has no more than token value,
- it is the normal exchange of hospitality or customary gesture of courtesy between persons doing business together,
- the exchange is lawful and in accordance with local ethical practices and standards, or
- it could not be construed by an impartial observer as improper.

### **CONFLICT OF INTEREST PROTOCOL**

- At the Annual General Meeting, a statement regarding conflict of interest (see below) will be signed by each Director and submitted to the National Office.
- When a Director discloses an apparent or real conflict of interest during a CHC meeting, the Chair will ask the Director to leave the meeting while the Board decides whether or not the Director may participate in the discussion and decision. When the Board determines that a Director is in conflict, that Director will remain outside the meeting during the deliberations and the decision.



## **G – CONFLICT RESOLUTION POLICY AND PROTOCOL**

**(Approved October 2008)**

*During the Forging a New Direction project Working Committees involved in identifying options for the future developed twenty guiding principles for change (see CHC Overview). Four of these (2, 6, 10, and 11) recognize the source of past conflicts and state a commitment to avoid and address them in the new organization. In this policy the CHC's approach to conflict resolution amongst member organizations, regarding issues of national importance, is addressed. In addition, it should be noted that the new CHC endeavours to avoid such conflicts through its policy of open and frequent communication (see communication policy).*

### **CONFLICT RESOLUTION POLICY**

#### **Board Debate and Decision-Making**

**G1** Directors bring to the Board issues of concern to their member organizations that have a national impact or need resolution at the national level, and the Board discusses these matters fully before reaching a decision on how to address each issue.

#### **Broader Input**

**G2** The Board may determine that broader input (i.e. information and discussion beyond the Board room) is needed to resolve a particular issue and, accordingly, the Board may undertake any of the following:

Request additional information from member organizations, through their appointed CHC Directors.

Request the CEO to coordinate a special meeting of stakeholders to discuss the issue further and make recommendations for action to the Board.

Request the CEO to establish a means to receive broader input on the issue from all member organizations, e.g., through a website bulletin board.

Undertake other reasonable means to obtain information needed in order to make an informed decision, e.g., request technical advice from CAPA or commission research.

## **H – CONTRACT POLICY AND PROTOCOL** (Approved October 2008)

*The CHC contracts for supplies and services to provide the resources needed to carry out its operations and project activities.*

*This policy supplements by-law 17. The employment letter of agreement between the CHC and the CEO is dealt with separately (see CEO Policy).*

### **CONTRACT POLICY**

#### **Authority to Contract**

**H1** The CEO may enter into contracts and sign letters of agreement for supplies and services on behalf of the CHC and may make financial commitments within the relevant approved budget.

#### **Letters of Agreement**

**H2** All contractual arrangements are detailed in a letter of agreement signed by both the CEO and an authorized representative of the contractor and indicate total contracted amounts, deliverables and a payment schedule.

**H3** Contracts and letters of agreement for CHC funded activities (such as telecommunications services, office accommodation, office management, financial management, executive support, web support and audit services) conform to the current operations budget and to any additional requirements that may be stipulated by the Board.

**H4** Letters of agreement for work associated with projects funded by others conform to the project budget and any additional stipulations made by the funding agency (see Project Policy).

#### **Contract Management**

**H5** The CEO ensures that contracted deliverables are received by CHC on time and on budget before authorizing payments.

### **CONTRACT PROTOCOL**

- The CEO ensures that there is a means to manage contracts effectively (e.g. work plans for contractors).
- Invoices received are reviewed by the CEO, or designate, to ensure that they conform to the appropriate contracts or letters of agreement.
- Approved invoices for contracted supplies and services are paid according to the payment schedule within each signed contract or letter of agreement (see Financial Management Policy).
- Reimbursement of contractor expenses is at the rates indicated on the current CHC expense claim form (see Expense Claim Policy).

# I – DIRECTORS POLICY AND PROTOCOL

(Updated October 2010)

*This policy is supplementary to by-laws 12, 13, 14, 15, 16, and 24.*

*CHC is a “mutual benefit not-for-profit corporation” which carries on activities that are primarily for the benefit of its member organizations. Not-for-profit corporations are governed by a Board of Directors. While the Board, as a whole, has a great deal of authority and power, individual Directors acting alone have no power. (See Industry Canada website, ‘Primer for Directors of Not-for-Profit Corporations’.)*

## **DIRECTORS POLICY**

### **Experience**

**I1** The Board expects that individuals appointed to the Board by member organizations are experienced in Board work and bring knowledge and expertise useful to the CHC.

### **Timely Appointment**

**I2.1** The Board expects that, in the event of resignation/retirement of a Director, the member organization will appoint a replacement prior to the next meeting of the Board.

**I2.2** Only one representative (except for AB, entitled to two) will be acknowledged as the official voting Director, whose meeting expenses will be paid.

### **Orientation**

**I3** New Directors participate in orientation provided by the CHC CEO and take the initiative in terms of obtaining information they may need prior to participating in their first Board meeting.

### **Participation**

**I4** Directors are responsible for full participation in meetings and committee work as assigned and mutually agreed upon (see protocol for responsible Directors) and Directors who miss two consecutive meetings may be asked to resign.

### **Liability**

**I5** The CEO ensures that appropriate liability insurance is provided for Directors.

### **Per Diems and Honoraria**

**I6** Directors are not entitled to per diems for the time they contribute to the CHC, though the Board may consider, at the AGM, honoraria to acknowledge the extra effort of individual Directors.

## **DIRECTOR PROTOCOLS**

- Responsible Directors are expected to (from Governance Workshop, February 2008):
  - i. Be dedicated to CHC’s purpose and willing to work for the greater good (not just take up a seat).
  - ii. Review agenda before meetings.
  - iii. Prepare to discuss subjects on the agenda by reading materials provided and doing any needed consultation with other Board members before meetings.
  - iv. Be willing to take a stand on issues but also willing to work out a compromise.
  - v. Be willing and able to take on tasks and complete them in the agreed timeframe.
  - vi. Use discretion and sound judgment in all Board meetings and in reporting on Board business.
  
- The CEO is authorized to pay honoraria to individual Directors as directed by Board motion.

## **J – DISCRIMINATION AND HARASSMENT POLICY AND PROTOCOL** (Approved October 2008)

*A person discriminates where he or she makes a distinction based on a characteristic, or perceived characteristic (referred to in J1, below) that has the effect of imposing burdens, obligations, or disadvantages on an individual or class of individuals not imposed upon others, or that withholds or limits access to opportunities, benefits, and advantages available to other individuals or classes of individuals (adapted from Gov't of Nova Scotia definition).*

*Harassment may be defined as any improper conduct by an individual that is directed at and offensive to a person or persons, and that the individual knew (or ought reasonably to have known) would cause offence or harm. It comprises any objectionable act, comment or display that demeans, belittles, or causes personal humiliation or embarrassment, and any act of intimidation or threat (adapted from Gov't of Canada definition).*

### **DISCRIMINATION AND HARASSMENT POLICY**

#### **Prohibition**

**J1** No CHC Board member or CHC national office worker shall discriminate against nor harass an individual or class of individuals on account of age, race, ethnicity, nationality, colour, religion, creed, sex, sexual orientation, physical or mental disability, marital status, source of income or political belief/affiliation/activity.

#### **Complaint**

**J2** Any person who believes he or she has been discriminated against or harassed in contravention of this policy may file a complaint in writing with the Executive Committee of the Board, not more than three months after the occurrence of the alleged complaint.

#### **Response to Complaint**

**J3** The CHC Executive Committee is responsible for dealing with any written complaint of discrimination or harassment either directly or by referring a complaint to the appropriate authority.

## **K – EVENTS POLICY AND PROTOCOL** (Updated January 2009)

*During the Forging a New Direction Project, the Conferences Working Committee made proposals that supported CHC hosting an annual “stand-alone” AGM and conference. Accordingly the Committee planned and delivered such an event in Calgary in December of 2007. The Committee prepared a report afterward (February 2008) that included feedback from participants as well as six recommendations to the CHC Board. The findings of the report have redefined CHC’s future role in national events:*

- i. Experience prior to and into 2008 indicates that benefits, including income from stand-alone events, are small compared to the large effort expended by the CHC to plan and deliver an AGM and Conference.*
- ii. There are better ways than national conferences to establish CHC’s “national presence”.*
- iii. CHC should support member provincial association meetings and national research symposia by promoting and being present but taking no central role in planning and delivering such events.*
- iv. University students should be encouraged to participate, as they are the future scientific community that will continue to support the industry.*
- v. To be successful, national events need detailed planning, careful contracting and thorough follow-up with venues and speakers, as well as effective trouble-shooting on site. The time required to perform these tasks is a lot more than can be contributed by the CHC CEO or by committee members, all of whom have other full-time jobs and organizational commitments.*
- vi. When “joint” national events are planned and held, e.g. the 2008 OBA Conference, CHC’s role should be limited and defined in a letter of agreement or contract with the host provincial organization.*

*These findings are the basis of the recommendations that have redefined CHC’s future role in events. The Board accepted the Committee’s recommendations (April 2008) and these form the foundation of this policy and protocol.*

### **EVENTS POLICY**

#### **National Conferences**

**K1** The Canadian Honey Council does not do stand-alone national conferences.

#### **National Presence**

**K2** CHC’s priority for establishing its national presence is effective year-round communication (see Communication Policy).

#### **Role in Member Provincial Organizations’ AGMs and National Research Symposia**

**K3** CHC plays a support role by promoting and making presentations by the CEO and Board at member provincial association AGMs and national research symposia, and inviting appropriate media coverage in coordination with those organizations hosting national events.

**K4** CHC encourages provincial associations and CAPA to provide reduced rates for students attending AGMs and/or national research symposia.

#### **Responsibility**

**K5** CHC appoints *one* person to represent the CHC when it is involved in planning and/or participating in *any* event.

### **Definition of Involvement**

**K6** CHC's involvement in any joint national event (e.g. provincial association AGM and concurrent research symposium) is to be defined by a letter of agreement or contract, including sharing cost and profits, and terms of the standard letter of agreement developed with provincial organizations may be negotiated depending upon the specific situation.

### **Participation in International Events**

**K7** The CHC Board may designate a representative or representatives to attend and/or participate in meetings outside of Canada where benefits to the Canadian honey bee industry outweigh the cost and the expenses are within the annual travel budget.

### **Joint International Events**

**K8** The CHC may participate in hosting international events (e.g. with the ABF) and holding an AGM or Board meeting there, as may be suitable:

As with national events, CHC plays a support role by promoting the international event, making presentations to represent the CHC, and inviting appropriate media coverage.

CHC's involvement is defined by a letter of agreement or contract, including sharing costs and profits, and terms of the standard letter of agreement developed with provincial organizations may be negotiated depending upon the specific situation.

CHC appoints one person to represent CHC in the planning and to coordinate involvement.

CHC follows the events protocol for national events as relevant.

## **EVENTS PROTOCOL**

- When a Provincial Association is hosting an AGM and concurrent national research symposium, CHC's involvement and participation is as follows:
  - i. Schedule the CHC Directors AGM just prior to the event, at the same venue.
  - ii. Assist with planning the research symposium and inviting guest speakers (perhaps with the provincial apiculturist or a CAPA representative taking the lead).
  - iii. Do not get involved in organizing the trade show or the auction, but promote these as appropriate.
  - iv. Do not be involved in the registration process except for event promotion on the CHC website.
  - v. Secure a place on the conference program (AGM and research symposium) to report on CHC activities.
  - vi. Name a member of CHC's Membership and Events Committee to serve on any joint organizing committee with suitable national office staff support.
  - vii. Negotiate a fair share of the event's total costs and profits.

### **Notes on Needed Additions to Events Policy and Protocol**

- *Membership and Events Committee to define "fair share" (see vii above)*

## **L – EXPENSE CLAIM POLICY AND PROTOCOL**

**(Updated October 2010)**

*CHC Directors, staff, contractors, volunteers or organizations may submit expense claims to the CHC office requesting reimbursement for expenses incurred while on CHC business. It is expected that claimants will book accommodation and travel in such a way as to accomplish CHC tasks as economically as possible.*

### **EXPENSE CLAIM POLICY**

#### **Eligibility**

**L1** Directors, whose organizations have paid their annual Director fee on time and whose work on behalf of the CHC is authorized by the CEO, may be eligible for reimbursement of travel and accommodation expenses in accordance with current Canada Treasury Board guidelines, submitted on the current CHC Expense Claim Form and accompanied by appropriate receipts.

**L2** Staff, volunteers, contractors and organizations doing work for the CHC authorized by the CEO may be eligible for reimbursement of travel and accommodation expenses, submitted on the current Expense Claim form and accompanied by the appropriate receipts.

**L3** Expense claims received by the CHC office more than 45 calendar days after the date that expenses were incurred will not be reimbursed.

**L4** Any individual who is eligible for reimbursement of travel and accommodation expenses is expected to make the most economical choices and the CEO may refuse to reimburse extravagant expense claims.

#### **Rate of Reimbursement**

**L5** Expenses are reimbursed according to current CHC rates as detailed on the most recent Expense Claim Form.

**L6** CHC mileage, private accommodation, meal and incidental rates are based on Treasury Board expense claim reimbursement rates and are updated regularly.

**L7** The cost of air/ground/water travel including taxi or rental car and parking is reimbursed as per receipts. The rates payable for use of privately-owned vehicles used on CHC business vary depending on the Province the vehicle is registered in.

**L8** The cost of accommodation in a commercial establishment is reimbursed as per receipts. Accommodation in a private residence (e.g. with a friend) is reimbursed at a fixed rate and no receipts are required.

### **EXPENSE CLAIM PROTOCOL**

- Claimants ensure that details on expense claims are included on the CHC Expense Claim Form.
- Expense claims are date-stamped when received at the CHC office.
- Expense claims are reviewed by the CEO (or designate) to ensure that they conform to policy (Contract, Expense Claim and Project) and approved for payment.
- Approved expense claims are paid out of the appropriate operating or project account.
- The CHC office ensures that the expense claim form is regularly updated to reflect current Canada Treasury Board guidelines
- The CHC office attempts to process claims as quickly as possible.

# **M - FINANCIAL MANAGEMENT POLICY AND PROTOCOL**

## **(Updated October 2010)**

*This policy supplements by-laws 18, 21, 30, 36, 38 and 40 and includes policy pertaining to the annual budget, banking, investment, accounts receivable and payable, financial reports, and audits.*

### **BUDGET POLICY**

#### **Fiscal Year**

**M1** The Canadian Honey Council fiscal year is from November 1 to October 31.

#### **Budget Preparation**

**M2** The CEO proposes a budget that Finance Committee reviews, revises as required, and approves as CHC's "Provisional Budget" and where the CHC is contributing to specific project activities then the expected CHC income and expenses pertaining to these activities must be included in the Provisional Budget. (See Q – Project Policy and Protocol.).

#### **Provisional Budget**

**M3** The Provisional Budget enables the CEO to spend CHC funds during the period before the annual budget is approved by the Board.

#### **Budget Approval and Monitoring**

**M4** The Board reviews, revises as required, and approves the annual budget (that then supercedes the provisional budget).

M4(a) The CEO is responsible for tracking and maintaining expenditures within approved budget allocations; the CEO reports quarterly to the Finance Committee which, guided by the Treasurer is responsible for oversight of the budget and recommending to the Board any actions needed.

#### **Spending Limits**

**M5** The CEO is authorized to expend funds within each budget line item recognizing that budgeted amounts are intended for the full 12 months of the fiscal year.

**M6** The CEO must obtain prior Board approval to expend beyond amounts budgeted for each item.

### **BANKING POLICY**

#### **Accounts**

**M7** The Operating Chequing Account is used to receive payments and pay ongoing expenses related to operating expenses as approved in the budget.

**M8** A Project Chequing Account is used exclusively for income and expenses of each externally funded project.

**M9** The Credit Card Account allows payments to be made by VISA or MasterCard and charges for CHC expenses can be made by the CEO, or other individual approved by the Board, on the CHC credit card.

**M10** New accounts are authorized by Executive Committee.

**M11** The CEO is responsible for the administration of all CHC accounts.

### **Access**

**M12** The CEO provides on-line account access to the Treasurer, and others as required, to assist with monitoring and financial reporting.

### **Moving Money Between Accounts**

**M13** The CEO, or her designate, moves funds between accounts as required.

### **Loans Between Accounts**

**M14** As there is a delay between project approval/funding and payments from external funders the CEO may, from time to time, "loan" operating funds to project accounts to meet project expenses.

### **Signing Authority**

**M15** Signing authority is independent of on-line access and is limited to the CEO, the Treasurer, the Chair and others who may be designated by the CEO and approved by the Board.

### **Cheques**

**M16** Cheques may only be issued for invoices approved by the CEO.

**M17** Cheque approval by a signing authority who is also the payee is not allowed.

**M18** Signing of blank cheques is not allowed.

## **INVESTMENT POLICY**

**M19** Funds surplus to immediate needs may be invested, where the original investment is guaranteed, by the CEO with Finance Committee approval.

## **ACCOUNTS RECEIVABLE AND PAYABLE POLICY**

**M20** Accounts receivable and payable are managed by the CEO or staff designated by the CEO.

**M21** Every attempt is made to pay invoices within a reasonable amount of time.

**M21(a) The CEO may authorize electronic transactions through CHC bank accounts.**

**M22** The CEO may add overdue fees of 2% per month to CHC accounts receivable not paid on time.

## **FINANCIAL REPORTS POLICY**

**M23** The CEO prepares, or oversees the preparation of quarterly and annual financial reports related to operating and project activities. (Project financial reports are also a requirement of project funders.)

**M24** The CEO makes available to the Treasurer all quarterly and annual financial reports and the Treasurer, in turn, presents these financial reports to the Board.

## **AUDIT/ENGAGEMENT REVIEW POLICY**

**M25** The CEO ensures that the CHC auditor receives the information needed to prepare annual audit/engagement review reports of both the CHC overall and for individual projects undertaken by the CHC. (Requirements for such reports are usually specified by project funders.)

**M26** The Treasurer presents all audit reports to the Board and the Board accepts the annual audit reports for CHC at the AGM.

## **N – MEMBERSHIP POLICY AND PROTOCOL** (Approved October 2008)

*This policy is supplementary to by-laws 3, 4, 5, and 6.*

### **MEMBERSHIP POLICY**

#### **Full Voting Members**

**N1** Organizations that may be approved as full voting members are specified in by-law 3.a/b/c and must be legally incorporated, and national in scope.

**N2** Fees for full voting members are determined annually by the Board and include a Director fee, plus for “provincial” organizations, a hive fee calculated using the most recent hive numbers available from StatCan (usually May of the previous year) and a per hive assessment set by the Board. Fees are sufficient to cover costs associated with membership benefits and needs of the CHC annual budget.

**N2.1** CHC national office will invoice total annual membership fees that may be paid by member organizations in two parts, with the Director fee due on November 1st and the hive assessment due on January 31st. A penalty of 2% per month may be charged for late payment.

**N2.2** Member organizations that have annual fees outstanding and have made no arrangement to meet these commitments within the CHC fiscal year will not have their Directors reimbursed for meeting expenses and may forfeit voting privileges until fees and penalties are paid. Any such action can be taken only as directed by a Board motion.

**N3** Benefits of membership for full voting members include:

- appointment of Directors
- participation and voting on national issues at all board meetings including the AGM (with expenses paid to face-to-face board meetings each year)
- general communications such as *Hivelights* magazine

**N4** The Membership and Events Committee will review each application using the “Guidelines for Considering Applications” and will provide a summary of this analysis for the Board, to accompany the recommendation on an application.

**N5** A new member may be approved by a vote of two-thirds (2/3) of all the voting member organizations.

**N6** The number of voting members appointed by their provincial/regional (i.e. Maritime) organizations must exceed, by at least one, the number of voting members who are appointed by other organizations.

#### **Associate Non-Voting Members**

**N7** Organizations that may be approved as associate non-voting members are specified in by-law 3.d.

**N8** Fees for associate non-voting members are determined by the Board and will be reviewed annually. The fee should, at a minimum, reflect the cost of providing *Hivelights* for their members, plus an administration fee.

**N9** Benefits of membership for associate non-voting members include:

- general communications such as *Hivelights* magazine
- other benefits as approved by the Board

## MEMBERSHIP PROTOCOL

- Organizations that inquire about membership are provided with the application form by the CEO.
- Application forms are received and reviewed, with a checklist, by the CEO for completeness. (The non-refundable application fee is to be returned if the applicant does not meet the checklist requirements.)
- Completed applications are forwarded to the Membership and Events Committee for consideration. The CEO may request additional information in order to ensure the application form is complete.
- The Chair of the Membership and Events Committee calls a meeting to review the completed application. The Chair of the Membership and Events Committee may request an interview with the applicant, arranged by and including the CEO.
- After considering the application, the Membership and Events Committee makes a recommendation to the Board (see guidelines below), which in turn makes a decision that is communicated to the applicant in a letter from the Board. The letter will include an invoice for the annual membership fee.
- The CEO ensures that membership fees are deposited, before invitations to meetings are sent.
- The CEO sends new members an orientation package and adds new members to all appropriate membership and communication lists.
- The Membership and Events Committee may provide an orientation session for new Directors.
- Applications will be considered for approval in the next CHC year.
- Receiving and Reviewing Membership Applications:
  - i. Applications are to be received at the CHC office no later than January 31 or the date of the Spring meeting.
  - ii. The CEO is to review the applications against a checklist to ensure that all the checklist requirements are met.
  - iii. No more than 30 days after the application is received in the CHC office, copies are to be provided to the M and E Committee members.
  - iv. Within 15 days of receiving the application, the Chair of the M and E Committee is to call a meeting for review of the application.
  - v. No later than the Fall meeting, the Committee is to make its recommendation to the Board.

## **Guidelines for the Committee and Board when Considering New Applications for Membership**

1. The applicant must be an organization national in scope and incorporated accordingly (i.e. with Corporations Canada).
2. The applicant must represent a part of our national industry that is not already present and bring a new industry perspective to the table.
3. The applicant's membership in CHC must strengthen or at least not weaken its provincial association.
4. The applicant must add to the diversity of the Board as well as maintain fairness of representation.
5. The applicant must have the potential to significantly advance the CHC's purpose and roles.
6. The applicant must not be in apparent or perceived conflict of interest.
7. The CHC, realistically, must be able to meet the stated expectations of the applicant.
8. The members of the applying organization must make their livelihood from sales of honey, other hive products, bees or pollination services.
9. Are there any special considerations that need to be taken into account in the application?

## **O – NATIONAL OFFICE POLICY AND PROTOCOL** **(Approved October 2008)**

*During the Forging a New Direction project, criteria for a new national office were identified. Some of these were achieved during the process of restructuring the CHC; all are included in the policy that follows.*

*This policy is supplementary to by-law 2.*

### **NATIONAL OFFICE POLICY**

#### **Responsibility for National Office**

**O1** The Board retains a Chief Executive Officer who is responsible for recommending the location of the national office to the Board, acquiring the space, staff, services and equipment needed in conformance with the annual budget, and for overseeing all operations of the national office.

#### **Size and Accessibility**

**O2** The national office is of appropriate size and fully accessible, and in close proximity to a transportation hub.

#### **Use of Technology**

**O3** The national office makes full use of up-to-date communication and information technology including a secure website that effectively promotes the Canadian Honey Council and the industry.

## **P – POLICY DEVELOPMENT AND CHANGE POLICY AND PROTOCOL** **(Approved October 2008)**

*Prior to the Forging a New Direction project, CHC operated in the absence of written policies and protocols. Though this approach sufficiently served for the earlier years of the organization, increasingly complex challenges faced by the industry – and its national organization – have necessitated a more businesslike and professional approach. The CHC Board Policy Manual demonstrates CHC's intent in this regard. Policies and protocols included in this manual are adhered to unless, and until, they are changed as indicated below*

*The following is supplementary to by-law 42.*

### **POLICY DEVELOPMENT AND CHANGE POLICY**

#### **Responsibility for Policy Development and Change**

**P1** The Board is responsible for developing policies and protocols that direct and guide governance and management of the CHC.

**P2** The Board will review policies regularly, according to a four-year schedule during which time all policies will be examined.

#### **Responsibility for Adherence to Policy**

**P3** The Executive Committee of the Board ensures that policies and protocols are adequate, current and followed.

**P4** The Chief Executive Officer is responsible for adherence to the policies and protocols for all operational matters, and for bringing to the Executive Committee's attention when Board policies and protocols are not being followed and where new policies and protocols may be needed.

### **POLICY DEVELOPMENT AND CHANGE PROTOCOL**

- Members of the Board and the CEO may identify areas where policy is needed or needs to be changed.
- Proposals for new policies or for changes in policy are developed by the CEO, or the appropriate Board Committee, with clear recommendations to the Board.
- The Board adopts new policies or changes policy with a motion.
- The CEO ensures that the policy manual is updated and readily accessible to Board members.

## **Q – PROJECT POLICY AND PROTOCOL**

**(Approved October, 2008)**

*The Canadian Honey Council undertakes projects that are aligned with the purpose of the CHC and support its current priorities. Projects may be funded from the operating budget or by external funders. Generally, the CEO identifies potential projects and presents a project description, including a project budget, to the Board for approval. Approved CHC funded projects, can begin immediately. Approved projects to be funded by others usually require that an application for funding be completed and submitted to an external funding agency. Once external funding approval is received, these projects can begin.*

### **PROJECT POLICY (See also Conflict of Interest, Contract and Expense Claim Policies and Protocols)**

#### **Focus on Priorities**

**Q1** Project applications and proposals are brought to the Board for approval and only projects that clearly advance CHC's strategic priorities are approved.

**Q2** As all projects require some staff time, the CEO will only propose projects that can be undertaken without interfering with ongoing national office activities.

**Q3** The CEO ensures that externally funded project budgets include sufficient funding to support project activities undertaken by the CEO and office staff.

#### **Responsibility and Coordination**

**Q4** For each approved project, the CEO is the "Responsible Officer" who ensures that resources are available to complete projects on time and on budget.

**Q5** The CEO ensures that funding is available in the appropriate accounts to pay project expenses.

**Q6** The CEO will assign a project coordinator for each project to help ensure that projects are run efficiently.

#### **Development of Programs**

**Q7** With Board approval, projects may evolve into ongoing programs, either supported by external funders or through the CHC operating budget.

#### **Reporting**

**Q8** The CEO ensures that the Board is kept informed on projects and that reports to funders are completed and delivered on time.

## **R – REPORTING POLICY AND PROTOCOL**

**(Approved October 2008)**

*Regular, complete reporting helps to ensure accountability between CHC Directors and their member organizations, between the CEO and Board and between the CHC and external agencies (such as funders, Government of Canada, partners, etc.).*

### **REPORTING POLICY**

#### **Between Directors and Member Organizations (see Communication Policy and Protocol)**

**R1** Directors report to their own member organizations on a regular basis, using good judgment and incorporating information from the CHC website, monthly CEO's newsletter and from Board meeting minutes, as appropriate. (CHC minutes are distributed only to CHC Board members - see Board Policy.)

#### **Between CEO and Board**

**R2** The CEO reports to the Board at all Board meetings on the status of action items assigned to the CEO, on significant matters that have arisen since the last meeting and provides written financial status reports to the Treasurer quarterly (i.e. in February, May, August, November).

#### **Between CEO and External Agencies**

**R3** The CEO ensures that any reports required from CHC by external agencies are provided in a timely fashion (e.g. reports to project funders, Corporations Canada, etc.)

## **S – SPONSORSHIP POLICY AND PROTOCOL**

**(Updated May 2009)**

*The Canadian Honey Council, as the national voice of the Canadian honey bee industry, has served the industry for more than 50 years. During this long history the Council has been supported by generous donations from many individuals and organizations. To strengthen its relationships with current sponsors and encourage new sponsors, the Canadian Honey Council has created a Sponsorship Program to offer individuals and organizations opportunities to support the national organization and receive specified benefits and recognition in return.*

*The purpose of the Sponsorship Program is to expand participation by offering opportunities to corporations or individuals who wish to financially support the day-to-day work of the Canadian Honey Council. Sponsors recognize the value of the Canadian honey bee industry and the national organization that represents it, with no expectation of anything in return - other than specified benefits and knowing that the CHC will be fiscally prudent with funds donated.*

### **Sponsorship Policy**

#### **Levels of Sponsorship**

**S1** The Canadian Honey Council offers four levels of sponsorship, each with specific benefits:

<b>BENEFITS</b>	<b>PLATINUM</b>	<b>GOLD</b>	<b>SILVER</b>	<b>BRONZE</b>
Official recognition in CHC publications	X	X	X	X
Subscription to Hivelights	X	X	X	X
CHC National Office Monthly Activities Update	X	X	X	X
CHC Sponsor certificate or plaque	X	X	X	X
Special Status at CHC events	X	X	X	
Registration for Research Symposium	X	X		
Opportunities to meet with the CHC Board	X			
Sponsorship Level	\$20,000	\$15,000	\$10,000	\$5,000

#### **Other Benefits**

**S2** Sponsors may also be brought together on special occasions as guests of the CHC.

#### **Role of the CEO**

**S3** The CEO is responsible for achieving the sponsorship financial goal as set in the CHC annual budget.

**S4** The Sponsorship Program is administered by the CEO and progress reports on sponsorship are incorporated with the quarterly financial reports.

#### **Terms of Sponsorship**

**S5** CHC does not endorse a sponsor's activities, nor products, by virtue of receiving a donation.

**S6** Sponsor contributions are used to support CHC's operational activities.

**S7** When the Board determines that acceptance of a sponsorship would have a negative impact on the Canadian honey bee industry, it may direct the CEO to decline a donation.

### **Period of Sponsorship**

**S8** The levels of sponsorship indicate the amount expected from a sponsor per calendar year; i.e. 2008, 2009, etc.

### **Acknowledgement of Sponsors**

**S9** Sponsors are recognized at the national conference that follows receipt of their contribution.

## **SPONSORSHIP PROTOCOL**

- Potential sponsors are identified by the CEO and made aware of the CHC Sponsorship Program preferably through personal contact. Directors who are aware of potential sponsors are to inform the CEO. The CEO is to maintain information on potential and actual sponsors
- The CEO is to ensure that sponsors are fully informed of the terms of sponsorship and benefits provided, as established in the Sponsorship Policy.
- The CEO is to maintain a current information package that includes:
  - a clear description of the CHC (including recent accomplishments and Board members)
  - a description of the Sponsorship Program
  - a sponsorship application
- The CEO is to encourage individuals/organizations to become sponsors and/or continue to sponsor the CHC each year.

## **S(1)– SAVE OUR BEES POLICY AND PROTOCOL**

**(Approved October 2010)**

*In November, 2009 CHC launched the Save Our Bees Campaign to raise money for hive health and honey bee education. This campaign appeals to the general public as well as members of the honey bee industry and other businesses, societies, etc. Funds raised will be used to support the CHC in its efforts to improve the long-term health of Canadian honey bees. Supported activities may include hive health research, information sharing and promotion of “best practices” for honey bee health and raising awareness about the importance of honey bees.*

### **SAVE OUR BEES POLICY**

#### **Differentiation from the Sponsorship Program**

**S(1)1** The existing Canadian Honey Council Sponsorship Program is clearly differentiated from the Save Our Bees Campaign. The former invites significant contributions from specific, usually corporate, supporters of the ongoing activities of the Council acting as the “voice of the honey bee industry”. The Save Our Bees Campaign offers the general public and others an opportunity to support the Council’s efforts to promote hive health.

#### **Role of the CEO**

**S(1)2** The CEO is responsible for directing and managing the Save Our Bees Campaign and ensuring that all donations are allocated to hive health research, information sharing and promotion of “best practices” to promote honey bee health and raising awareness about the importance of honey bees.

**S(1)3** The CEO oversees the financial recordkeeping that tracks and reports on income and expenses associated with the Campaign. Financial reports are incorporated with the CHC quarterly financial reports that are reviewed by the Finance Committee on a regular basis..

#### **Conditions**

**S(1)4** In the first years of operation, those who donate to the campaign will not receive charitable donation tax receipts; however, the charitable status of the Campaign is to be reviewed by Finance Committee annually.

**S(1)5** Campaign funds are designated for specific hive health activities, not for general operating expenses of CHC except for an administration fee percentage as determined by the Board.

**S(1)6** When the Board determines that acceptance of a particular donation would have an overall negative impact on the health of Canadian honey bees, the Board may direct the CEO to return such a donation to the donor.

#### **Acknowledgement of Donors**

**S(1)7** Donors are recognized by listing their names on the CHC website and in *Hivelights*. Donors receive a letter of thanks from the national office, signed by the CEO. Donors who contribute more than \$50 will also receive a complimentary copy of the next *Hivelights* magazine with a “Thank You for Your Support” sticker on the front cover.

#### **Administration Costs**

**S(1)8** Twenty per cent (20%) of donations received for the Save Our Bees Campaign may be allocated to administration costs associated with this CHC program including, e.g. national office staffing and equipment.

## **SAVE OUR BEES PROTOCOL**

- Donations are solicited through the media every time the CEO or Board Members are interviewed or when CHC presentations are made. The CHC website is named and the phone number for the CHC office are given as contacts.
- Annual solicitation of funds through schools, scouts and cubs, community service clubs, etc. may be done by mail beginning May 1<sup>st</sup> of each year, leading up to the National Day of the Honey Bee (May 29<sup>th</sup>).
- Ongoing solicitation of funds may be done through CHC School Kits on-line.
- The CEO is to ensure that donors are informed of where they can find information on how their donations have been used.
- The CEO is to ensure maintaining a current information package that includes:
  - a clear description of the CHC (including recent hive health activities of the Council)
  - a description of the Save Our Bees Campaign
  - donor forms with instructions
- The CEO is to ensure that a list of donors is maintained to encourage them to make repeat donations.

## **T – STAFF POLICY AND PROTOCOL**

**(Approved October 2008)**

*The Board of Directors has just one employee, the Chief Executive Officer, and staff providing services to the CHC, are responsible to the CEO.*

### **STAFF POLICY**

#### **Position Description and Expectations**

**T1** Each staff person's role and responsibilities is defined in a position description.

#### **Benefits and Compensation**

**T2** Staff compensation and benefits are included in the annual budget process.

#### **Performance Evaluation**

**T3** Staff performance is evaluated annually by the CEO.

#### **Hiring**

**T4** The CEO may engage an ad hoc committee of the Board to assist with recruitment and hiring of staff.

**T5** The CEO states and confirms staff terms of employment in writing.

#### **Termination of Employment**

**T6** The CEO will give notice of termination of employment in accordance with the appropriate provincial labour code.

## **U – Awards Policy and Protocol** (Approved October 2010)

### **AWARDS POLICY**

#### **General Awards**

**U1** The Board may designate an award that is given by the Canadian Honey Council when criteria for receiving it, and the nature and kind of the award, are established.

#### **CHC Fred Rathje Award**

*Fred Rathje was the secretary of the CHC from 1975 until his death in 1982. He took great pride in adding fun to all the meetings and conventions he attended. This CHC award was established at the 1983 AGM in Quebec City, in his memory.*

**U2.1** The Canadian Honey Council annually awards *the Fred Rathje Award* to an individual who has made a significant positive contribution of innovative, creative and effective effort for the betterment of the Canadian honey bee industry.

**U2.2** Nominations for this award are received by the Board from CHC provincial member organizations.

**U2.3** This award is usually announced and presented to the recipient at the time of the CHC Annual General Meeting.

### **FRED RATHJE AWARD PROTOCOL**

- Nominations are invited annually from provincial member organizations (e.g. with the invitation for resolutions from member organization AGMs), by the CEO.
- Nominations accompanied by a letter of support indicating the nominee's credentials, and why the provincial organization would like to nominate that person, are received in the national office at least two weeks before the AGM.
- The CHC Board of Directors determines who will receive the award.
- The presentation plaque is shaped like a shield with a brass plate engraving of an apiarist with bees, and with a 1 inch x 3 inch brass plate added with the name and date of the award.
- The presentation is made, in person to the recipient if possible, by the CHC Chair and/or the CEO.
- Award recipients are announced in the issue of *Hivelights* following the AGM and a list of recipients is maintained on the CHC website.

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