

Governance Policy

This policy describes the overall structure and governance of the fmi*igf organization.

1.1 Governance Structure

1.1.1 National Organization Overview

1.1.1.1 Board of Directors (Board)

Information about the voting members, the Board's rights and responsibilities, the process for electing the Board members and the process for removal of Board members can be found in the appropriate sections of the fmi*igf by-laws, and the Board Election Process Policy and Terms of Reference National Board of Directors documents. Please refer to Appendix 1 for a copy of the Policy and Terms of Reference. Directors must sign an agreement upon their election to the Board of Directors; please refer to Appendix 2 for a copy of the agreement.

1.1.1.2 Councils and Committees

Information about the Board's ability to institute councils and committees and to establish their terms of reference can be found under the Committees section of the fmi*igf by-laws and the Terms of Reference for each. The three major Board governance groups are the Chapter Advisory Council, the Governance and Nominations Committee and the Financial and Audit Committee:

1.1.1.2.1 The Chapter Advisory Council (CAC)

The CAC is a regional advisory body where duly appointed Chapter representatives come together to provide guidance, strategic direction and regional perspective to the Board. Please refer to Appendix 3 for the terms of reference.

1.1.1.2.2 The Governance and Nominations Committee (GNC)

The GNC exercises general oversight with respect to the governance of the organization and reviews the qualifications of the proposed nominees for election to the Board. The GNC develops and recommends to the Board a set of corporate governance policies and appraises the framework for assessment of Board performance. Please refer to Appendix 4 for the terms of reference.

1.1.1.2.3 The Finance and Audit Committee (FAC)

The FAC acts in an advisory capacity to the Board and ensures the adequacy and effectiveness of financial reporting by reviewing and recommending for approval to the Board all budgets, financial statements, accounting policies, internal and external audits, management plans and information. FAC acts as the liaison between the Board and its auditors. Please refer to Appendix 5 for the terms of reference.

1.1.1.2.4 The President may also create other committees, councils or working groups to address specific strategic priorities.

- **National Office and Infrastructure**

The National Office, under the direction of the Chief Executive Officer (CEO), has a combination of permanent and contracted positions. The CEO will recommend the permanent positions required for operations of the office to the Board for approval.

Under the Board approved budget and HR Plan of the National Office, the Chief Executive Officer may hire additional staff on a casual or service contract basis.

The Budget and HR Plan are submitted by the CEO for Board approval with the annual Budget proposal.

1.1.1.3 Partnerships, Affiliations and Associations

fmi*igf partners with various organizations in order to achieve its goals and provide optimum value to the members and event participants. Partnering for individual events can be handled through informal arrangements, including joint organization committees or funding support. However, a more formal affiliation/partnership requires a comprehensive evaluation of the risks and benefits of the possible relationship.

There are eight partnership categories:

- International Organizations with a similar mission- While the organizational structure and specific financial processes may be different in each country, there are many topics of mutual interest where knowledge can be shared. The U.S.-based Association of Government Accountants (AGA) is a fine example of such a partnership.

- Accreditation and Certification Bodies- This group of National and Chapter partners includes the Chartered Professional Accountants of Canada (CPA) and the Association of Chartered Certified Accountants (ACCA) who are dedicated to professional development (PD), research and the sharing of knowledge, standards and best practices which are of paramount importance in Public Sector Financial Management. This group of partners also includes certification bodies from other related fields such as Project Management and Procurement.
- Canadian Non-Profit Organizations- fmi*igf, both at the National and Chapter level, has been approached by a variety of organizations on an informal basis to share information and mutually promote events or hold joint webinars.
- Commercial Sponsorship- Organizations may support one or more fmi*igf activities (PD Week, PSMW or local Chapter events) by purchasing exhibition space or sponsorship opportunities.
- Academia – Partnering with Universities and their affiliated institutes offers a unique opportunity to meet with the next generation of stakeholders while keeping abreast of emerging trends in thought leadership.
- Leadership Groups – fmi*igf has partnered with the DCFO (Deputy Chief Financial Officer) Council and SAFAG (Small Agencies Finance Action Group) to ensure that their concerns and learning priorities are addressed by fmi*igf's PD offerings.
- Public Sector Unions – fmi*igf has partnered with public sector unions in sponsorship agreements or webinar offerings.
- Accounting firms – they may act as sponsors or provide speakers at PD events or webinars.

Affiliation/Partnership Criteria- In order to determine the most appropriate affiliation or partnership level, a number of criteria need to be considered, including:

- Benefits or opportunities: access new markets for fmi*igf products and services;
- Knowledge gained: enrich the breath and the scope of the organization's knowledge base in order to improve the quality of fmi*igf's programs;

- Risks or threats: to fmi*igf that it is supporting the competition and that members and participants may be lost;
- Level of effort to sustain the affiliation or partnership must result in tangible benefits.

The fmi*igf should periodically evaluate all its partnership agreements to determine whether the benefits continue to outweigh the risks and costs of maintaining the partnership. The evaluation form found in Appendix 6 can be used to evaluate and ensure a visible and equitable approach to partnerships.

1.1.2 Chapters Overview

1.1.2.1 Chapters – List of Current Chapters

The following lists the approved fmi*igf Chapters in all provinces across Canada.

- Victoria
- Vancouver
- Edmonton
- Regina
- Manitoba
- Ontario
- Capital (Ottawa/Gatineau)
- Montreal
- Québec
- Fredericton
- South-East New Brunswick
- Nova Scotia
- Prince Edward Island
- St. John's

1.1.1.2 Chapters – Operational Requirements

- **Chapter Affiliation Agreement**
The modus of operation between fmi*igf and the Chapters is described in the Chapter Affiliation Agreement, please see Appendix 7.
- **Fiscal Year End**
Chapters must have the same fiscal year end as the fmi*igf national organization to facilitate standardized financial and operational reporting.

- **By-laws**
Chapters must submit a copy of their approved bylaws and any amendments thereafter to the fmi*igf National Office.
- **GST/HST**
If a Chapter's worldwide annual GST/HST taxable supplies are less than \$30,000, they are defined as a small supplier by the Canada Revenue Agency and therefore are not required to register to collect GST or HST. Chapters may not use the national business number for invoicing Federal Government departments for membership and/or registration fees.
- **Annual Financial Statements**
fmi*igf does not prepare consolidated financial statements. Chapters are required to maintain their General Ledger on an accrual accounting basis and to provide their individual annual Chapter financial statements to the National Office by the end of September each year. Chapters are encouraged to conduct an audit or review on an annual basis.
- **Registration System**
Chapters may use the national registration system for all their PD events at no charge.
- **Credit Card Service Fees**
fmi*igf has negotiated an agreement with providers to charge an attractive credit card fee and no monthly fees, for all Chapters using the National Registration System. For privacy and security reasons, Chapters cannot share the credit card information of their members and/or participants with any other organization including fmi*igf National. In addition, all credit card information (name of card holder, number, expiry and CVC) should be destroyed and should not be stored for future use.

1.1.1.3 Chapters – General Statement of Responsibilities

- Each Chapter shall abide by the fmi*igf brand guidelines as described in Appendix 10.
- Each Chapter shall pay annual fees by September 30th in accordance with fmi*igf's by-laws, rules and regulations.
- The Chapter should maintain a minimum of 25 members.
- The Chapter shall continue its operations in good standing, respecting all of the fmi*igf organization's by-laws, rules and regulations.

- The Chapter shall manage its affairs with a Board of Directors, which shall include at least five Board members. The names of these Directors shall be communicated to the National Office annually. As a Best Practice, the Vice-President should be included in a succession plan for the Chapter.
- The President of the Chapter's Board of Directors shall participate actively as a member of the fmi*igf Chapter Advisory Council. The President of the Chapter may designate a representative as a member of the Chapter Advisory Council.
- Each Chapter must produce, at their own expense, annual financial statements. Each Chapter shall provide a copy of their financial statements to the fmi*igf National Office within three months of the Chapter's financial year end.
- The Chapter should maintain a minimum accumulated surplus or net worth of at least \$5,000 on an ongoing basis.
- The Chapter shall, at all times, conduct its affairs in a manner consistent with the mission, vision, values and objectives of the fmi*igf, as stated in the Chapter Affiliation Agreement and fmi*igf's letters patent, by-laws, rules and regulations, and internal documentation, and shall ensure that its activities do not bring the public name and image of the fmi*igf into disrepute.
- The Chapter may continue its operations under the umbrella of the fmi*igf national organization or may choose to incorporate as a separate, but affiliated organization. Incorporation of the Chapter shall be carried out under the provisions of Part II of the *Canada Corporations Act* (R.S., 1970, c. C-32), and the Chapter shall bear any costs relating to the incorporation of the Chapter.

1.1.1.4 Chapters – Roles of the National Organization

General Statement of Responsibilities of fmi*igf:

- Recognize and respect the autonomy of the Chapter in the governance of its affairs.
- Recognize and respect the right of the Chapter to set its own annual membership fees.

- Recognize that only individuals who are members in good standing of a Chapter are eligible for election to serve on the fmi*igf Board of Directors.
- Provide Chapters with assistance in developing and promoting the Public Sector Management Workshop (PSMW) when they have been selected to host such an event.
- Provide communication opportunities for Chapters to share best practices.
- Assist Chapters to promote events.
- Provide marketing materials to Chapters.
- Provide advice and assistance with speakers for local events.

1.1.2 Membership Overview

National membership is open to all those who participate in a paid fmi*igf National event and who opt-in to accept membership. Participants at fmi*igf events are mostly financial officers from various levels of government (federal, provincial and municipal) who have an interest in public sector financial management. Individuals who have not participated in a paid fmi*igf National event but who have an interest in the organization, may opt-in to accept membership.

Participants at Chapter events may opt-in to the National membership however; they may also remain Chapter members only.

The benefits of a National membership include:

- Notification of upcoming events
- Dynamic free professional development webinars
- Complimentary social and networking events

1.1.3 Membership Fees Overview

There are no fees for a national membership. National memberships expire on June 30th of each year.

Chapter membership fees vary from Chapter to Chapter.

1.2 Board of Directors Roles and Responsibilities

Board members are elected for a two year term. Each Director will provide strategic direction and promote the best interests of fmi*igf at all times. They will have Board experience and will work collaboratively with fellow Board members. Detailed information on the Roles and Responsibilities is found in the Terms of Reference.

1.3 Chief Executive Officer

1.3.1 Role and Responsibilities

- Staff position reporting to the Chair
- Develops the organizational strategies that support the strategic objectives defined by the Board and oversees their implementation
- Prepares the annual operational plan
- Has the authority to staff positions and terminate employment as required
- Manages all national programs online content and publications.
- Supports the Board of Directors by providing reports and information to ensure the achievement of the strategic goals of the organization
- Supports the Chapters by providing products, training, and assistance
- Promotes the fmi*igf brand with key stakeholders
- Provide a product mix that supports Chapters and is innovative

1.3.2 Key Competencies

- Excellent communication skills, preferably bilingual
- Leadership skills
- Active listening skills
- Analytical with problem solving skills.

1.3.3 Selection Criteria

- Selected by a hiring committee

1.4. CHAIRS OF NATIONAL PROGRAMS

1.4.1 Chair(s) of PD Week

1.4.1.1 Roles and Responsibilities

- Report to the Chief Executive Officer
- Under the direction of the CEO, preside over the PD Week activities and ensure the proper functioning of all events
- Chair the PD Week organizing committee meetings
- Assist with the development of the PD Week program
- Assist with the development of the event budget
- Serve as ambassador and promoter of the event in the public service

1.4.1.2 Key Competencies

- Strong Communication skills, preferably bilingual
- Leadership skills
- Active listening skills
- Analytical and problem solving skills

1.4.1.3 Selection Criteria

- Should be well connected to senior management within the federal public service

1.4.1.4 Term

- One year

1.4.2 Vice-Chair(s) PD Week

1.4.2.1 Roles and Responsibilities

- Replace the Chair of the PD Week organizing committee whenever required
- Assist in the development of the PD Week program
- Assist in the development of a budget for the event
- Normally after their year of being Vice-Chair of PD Week he/she assumes the duties of Chair of PD Week

1.4.2.2 Key Competencies

- Strong Communication skills, preferably bilingual
- Leadership skills
- Active listening skills

- Analytical and problem solving skills

1.4.2.3 Selection Criteria

- Should be well connected to senior people within the federal public service

1.4.2.4 Term

- One year

1.4.3 Chair(s) of PSMW

1.4.3.3 Roles and Responsibilities

- Report to the Chief Executive Officer
- Under the direction of the CEO, preside over the PSMW activities and ensure the proper functioning of all events
- Assist in the development of the PSMW program
- Assist in the development of a budget for the event
- Assist in identifying national speakers for PSMW
- As the official representative of the fmi*igf National in the Chapter, ensure compliance of the PSMW organizing committee to fmi*igf National policies
- Provide accountability reports to the CEO on a monthly basis.

1.4.3.4 Key Competencies

- Strong communication skills, preferably bilingual
- Leadership skills
- Active listening skills
- Analytical and problem-solving skills

1.4.3.5 Selection Criteria

- Must be a member of the hosting Chapter
- Should be well connected to senior people within the public service

1.4.3.6 Term

- Two years

1.5 Directors Liability Insurance

- There is a Directors & Officers Liability Insurance Policy for the Financial Management Institute of Canada and all of the affiliated Chapters
- fmi*igf Insurance Policy premium is paid by National Office
- Covers all members of the fmi*igf National Board of Directors and Chapter Advisory Council
- The aggregate limit of the liability is \$5,000,000 for each policy year, please see Appendix 8.

1.6 General Liability Insurance

1.6.1 There is a General Liability Insurance Policy for the Financial Management Institute of Canada and all of its affiliated Chapters and events

1.6.2 Covers all national and chapter events, please refer to Appendix 9 for a description of the coverages and limits of insurance.

1.7 Planning and Reporting

1.7.1 Strategic Plan

In February/March, the Board meets to prepare a strategic plan which prescribes the framework for action for fmi*igf for the next three years. It guides activities to ensure resources and energies are focussed on the stated mission and vision of the fmi*igf. Priorities are determined, and within each strategic priority, goals are articulated to clarify the strategy.

The Purpose and Components of the Strategic Plan include the following:

- Develop a strategy for attracting volunteers
- Develop a strategy for attracting participants to the events in order to broaden the participation base
- Provide a forum for the exchange of new ideas
- Detail and assign responsibility
- Assign time frame for completion of objectives
- Provide accountability

The strategic plan will be reviewed and updated each year so that it becomes, in a sense, “evergreen”. The strategic plan will be supported by an annual operational action plan prepared by the CEO that will define specific activities to be undertaken to support the attainment of these strategic priorities and goals. It is important to

emphasize that this strategic plan spans three years. It is not expected that each year's operational plan will deal fully with each of the strategic priorities/goals. What is important is that progress be made each year so that the overall strategy is accomplished in that time frame.

1.7.2 Operational Action Plan

An operational action plan is prepared annually for the forthcoming year. It features results that are actionable and that can be evaluated within the context of the Strategic Plan.

1.7.2.1 The timetable for the operational action plan:

- The Chief Executive Officer meets with his/her staff in March/April to review the Strategic Plan in order to establish the priorities for the next year
- The Budget is developed and approved in March.
- The Operational Plan and HR Plan are completed by April 30.
- The Board reviews and approves the operational action plan at the PSMW Board meeting.
- The CEO provides progress reports as requested by the Board, but at a minimum on a quarterly basis.

1.8 Reporting

1.8.1 At the end of the fiscal year, the National Office will begin collecting data for the annual report. Chapters will be asked to report on a number of items in order to monitor their progress, namely:

- Number of events
- Attendance per event
- Participants and membership

1.8.2 Chapters must forward their financial statements to the Secretary-Treasurer by September 30th. This will provide the Chapter's financial position.

1.8.3 Directors must report on their activities and progress with respect to their individual responsibilities, and their related goals at each meeting of the Board of Directors.

1.8.4 Chapter Presidents provide a brief progress report at each meeting of the Chapter Advisory Council.

1.8.5 The Regional Directors hold several teleconferences with his/her Chapter Presidents throughout the year and at least one face-to-face meeting in the winter months to gauge the health of the Chapters in the region.

1.8.6 The President delivers updates to the membership at least three times per year, which is posted on the website.

1.8.7 The CEO provides reports as specified by the Board, to the Board in advance of each Board meeting.

1.9 Official Languages

1.9.1 Workplace

All internal communications originating from the National Office should respect the Preferred official language of the recipient.

National Office will either issue or provide both English and French versions of the text for all widely distributed correspondence.

All forms will be made available in English and French, preferably in flip bilingual format. All contracts will be made available in the language of choice of the supplier.

1.9.2 Communications with Stakeholders

All promotional materials that are produced by National Office must appear in both Official languages.

All stationary should include the bilingual fmi*igf National logo and be brand compliant.

Some website applications will be available in both official languages, when they are Shared nationally. (Ex. Registration systems, Speakers' database, Board Members login, Members' login etc) When requested, National Office will arrange translation for unilingual Chapter documents.

All National publications will be made available in English and French. These documents must be printed back to back or side to side. Publications in separate versions should bear note indicating their availability in other languages.

All materials will be produced in English for English media and in French for French media.

1.9.3 Meetings

English will be the working language used at the meetings of the Board of Directors and Chapter Advisory Council (CAC). During the CAC Meetings, all attendees are encouraged to use the official language of their choice. When requested, the Chair or an alternate member will provide meeting discussion, translation or clarification.

All CAC meeting materials except for Directors' reports must be available in both official languages. Since the distribution of Directors' reports is limited, reports may be distributed in one official language only. Translation of Director's reports will be made available upon request of a Board member.

1.10 Communications and Marketing

fmi*igf Logo Guidelines

The proper use and display of the fmi*igf logo within the corporate identity program is essential for a consistent corporate image. The following guidelines outline the implementation of a strong and distinctive identity for fmi*igf. They have been developed to assure a proper and consistent use of the official logo.

fmi*igf National provides several versions of the logo and guidelines. This logo should be used on all related Chapter stationary, materials and publications. This includes advertising, newsletters, letterheads, presentations, brochures, business cards, envelopes, name badges, banners, press releases, programs, signage and other promotional material.

Color

The logo must appear in its true PMS colours or black and white. The logo should appear on a solid white background, never over complex imagery or graphics. Whenever possible, the logo should be used in its true color form. The true Pantone colours are:

Green PMS 555

Red PMS 032

For more information please see the Pantone Colour Chart.

Format and Resolution

The logos are available in different formats and resolutions to suit a variety of different needs. Most printers will request an AI (Adobe Illustrator) or EPS (vector) version of a file that is going to be used in digital or offset printing scenarios.

Size and Integrity

When sizing the logo, the integrity of all elements of the logo and proportion must be maintained. The logo may be resized, but the proportions must be maintained for it to remain legible. When resizing the logo its shape should not be distorted.

The logo is a graphic element, not a type style. Do not type or cut & paste any element of the logo for use in a sentence. Use lowercase fmi*igf when typing the corporate name in a sentence, whether it is in English or in French.

All information on the fmi*igf brand guidelines can be found in Appendix 10.

LIST OF APPENDIXES

Hyperlinks to:

- Appendix 1: Terms of Reference National Board of Directors
Board Election Process Policy
- Appendix 2: Board Agreement
- Appendix 3: Terms of Reference Chapter Advisory Committee
- Appendix 4: Terms of Reference Governance and Nominations
Committee
- Appendix 5: Terms of Reference Finance and Audit Committee
- Appendix 6: Partnership Evaluation
- Appendix 7: Chapter Affiliation Agreement
- Appendix 8: Directors Liability Insurance
- Appendix 9: General Liability Insurance
- Appendix 10: Brand Guidelines