

GRETI
BOARD POLICIES
Amended October 3rd, 2020
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Introduction to Policy Package

How to use these policies

These policies have been created by and adopted by the Board. A policy is a value or perspective. There are four categories as follows:

Governance Process and Board- Management Delegation

- Governance Process and Board- Management Delegation policies are rules for the board's own performance and behaviour
- The board will regularly judge and evaluate its own performance against the above-noted 2 categories of policies

Ends and Executive Limits

- Ends and Executive Limit policies are the board's instructions to the staff/organization, through the CEO
- The board will judge and evaluate (over the course of a one-year period) the CEO's performance against the above-noted 2 categories of policies
- The performance expectations in the Ends and Executive Limits policies are equivalent to organizational performance

Policy Design

- The policies are layered, i.e. the first policy in each of the four categories (Ends #1, GP#1, EL#1, BMD#1) is the most broad statement
- As the board goes into the second layer of policies, the board is further explaining/interpreting its instruction
- The benefit of this policy design is that the first policy layer covers all possible topics or issues, even if a particular issue is not specifically addressed at the second level

Use of these Policies

- All board members must know all of these policies by heart because when working on any particular issue, the board will usually need to refer to more than one of the attached policies
- ***It is crucial to good governance that all board members be very familiar with all of these policies!!***

SECTION: ENDS	TITLE: MEGA ENDS	NUMBER: Ends 1.0
APPROVED BY: BOARD		DATE: October 6, 2004 Reviewed: Quarterly

Grand River Employment and Training Inc. exists to increase the number of employable Onkwehon:we, regardless of residence, and at a cost justified by results.

SECTION: ENDS	TITLE: SUB ENDS	NUMBER: 1.1
APPROVED BY: BOARD		DATE: October 6, 2004 Revised: Sept 21, 2016 Revised: Sept 22, 2017 Revised: July 19. 2018 Revised: Nov 14. 2019

Necessary to this mission are the following results:

1. Individuals will have:
 - Work Experience
 - Skills that match labour market requirements
 - Improved capacity for self-reliance, self-esteem, self-confidence and responsibility.
2. The Community will have more jobs available and more opportunities for self-employment.
3. There are own source revenues.

SECTION: GOVERNANCE PROCESS	TITLE: GLOBAL GOVERNANCE PROCESS	NUMBER: GP 2.0
APPROVED BY: BOARD		DATE: April 28, 2011

Global Policy:

The purpose of the Board is to:

- (1) Represent the interest of the moral ownership of GRETI, defined as the Onkwehon:we. The Board will proactively pursue ownership input, not waiting for input to be initiated by others.
- (2) Determine the benefits that the organization will provide, keeping a long-term, strategic perspective, (the Ends Policies), and
- (3) Ensure that there is compliance with the Executive Limitations Policies and that the Ends Policies are being accomplished, according to the Board-Staff Linkages Policies.

SECTION: GOVERNANCE PROCESS	TITLE: GOVERNING STYLE	NUMBER: GP 2.1
APPROVED BY: BOARD		DATE: January 27, 2005

Global Policy:

The Board of Directors will approach its tasks with a style which emphasizes outward, rather than internal preoccupation, encouragement of diversity in viewpoints, strategic leadership, clear distinction of Board and Staff roles, collective, rather than individual decisions, future, rather than past or present and pro-activity, rather than re-activity.

Policy:

- 1. Operate mindful of its civic trusteeship obligation to those who morally own the organization.
- 2. Enforce upon it whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, policy-making principles, respect of roles and speaking with one voice.

3. Direct, control and inspire the organization, through the careful establishment of the broadest organizational values and perspectives through written policy.
4. Focus chiefly on long-term impacts, nationally outside the organization and not on the administrative or programmatic means of attaining those effects.
- 5 .Be an initiator of policy. The Board needs, welcomes and will seek out the necessary information and education, to assist with the decision-making process.
6. Use the expertise of individual Directors to enhance the Board as a body, rather than substitute their individual values for the group's values.
7. Monitor and regularly discuss the Board's own process and performance. Insure the continuity of its governance capability, by retraining and redevelopment.
 - a) Self-monitoring periodic Board discussion of process improvement.
 - b) Continual redevelopment will include orientation of new Directors to the Board's adopted governance process and periodic Board discussion on process improvement. (Political and economic climate).
8. Be accountable to the general public for competent, conscientious and effective accomplishment of its obligations as a body. It will allow no officer, individual or committee of the Board to usurp this role or hinder this commitment. As a part of accountability, current Board policy will be accessible at the G.R.E.A.T. Office by any Six Nations member.

SECTION: GOVERNANCE PROCESS	TITLE: GOVERNANCE COMMITMENT	NUMBER: GP 2.2
APPROVED BY: BOARD		DATE: January 27, 2005

The Board, on behalf of the Onkwehonwe community, will express its leadership through continually improved governance.

SECTION: GOVERNANCE PROCESS	TITLE: DIRECTORS' CODE OF CONDUCT	NUMBER: GP 2.3
APPROVED BY: BOARD		DATE: January 27, 2005 Revised: Sept 22, 2017

The Board expects of itself and the Directors, ethical and businesslike conduct. This commitment includes proper use of authority and appropriate decorum in group and individual behaviour, when acting as Directors.

More specifically;

1. Directors must represent non-conflicted loyalty to the interests of the Six Nations membership. This accountability supersedes the personal interest of any Directors acting as individual consumer of G.R.E.A.T.'s services.
2. Directors must avoid any conflict of interest, with respect to their fiduciary responsibility.
3. There must be no self-dealing or any conduct of private business or personal services between any Director and the organization, except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.
4. Directors must not use their positions to obtain employment in the organization for themselves, family members or close associates.
5. A Director who applies for employment with GRETI must first resign from the Board.
6. A Director, upon learning of a conflict or potential conflict concerning oneself or another Director, must disclose such conflict to the Board. Where such conflict exists, as decided by the Board, the Director will be required to physically withdraw from all Board debate, discussions and decisions on the matter.
7. The Chairperson will record in the minutes any declared conflict of interest, on the part of a Director.
8. Directors may not attempt to exercise individual authority over the organization, except set forth in Board policies.

- a) A Director's interaction with the CEO or Staff must recognize the lack of authority in any individual Director or group of Directors.
- b) Director's interaction with the public, press or other entities must recognize the same limitations and the similar inability of any Director or Directors to speak for the Board.
- c) Directors will make no judgments of the performance of the two CEOs or any other staff performance, except as that performance is assessed against explicit Board policies by the official process (see Monitoring Executive Limitations and Ends).

9. No Director shall disclose confidential or classified information.

SECTION: GOVERNANCE PROCESS	TITLE: BOARD COMPOSITION	NUMBER: GP 2.4
APPROVED BY: BOARD		DATE: January 27, 2005 Revised: Nov 14th, 2019 Revised: Oct 3rd, 2020

The G.R.E.T.I. Board will consist of up to ten Directors who are committed to increase the number of employed Onkwehonwe. The Board will include up to two Six Nations Elected Council representatives and up to one representative from the Six Nations Confederacy Council.

SECTION: GOVERNANCE PROCESS	TITLE: CRITERIA FOR DIRECTORS	NUMBER: GP 2.5
APPROVED BY: BOARD		DATE: January 27, 2005

Policy:

Candidates for Directors must:

1. Be Onkwehonwe members of Six Nations of the Grand River Territory.
2. Demonstrate commitment to employment.
3. Have past community involvement.
4. Be able to commit to orientation training sessions.
5. Serve a minimum term of three years.
6. Be able to dialogue into a consensus decision-making process.
7. Be willing to submit to a police check.

SECTION: GOVERNANCE PROCESS	TITLE: RECRUITMENT OF DIRECTORS	NUMBER: GP 2.6
APPROVED BY: BOARD		DATE: January 27, 2005 Revised: Nov 14, 2019

Policy:

1. The process of Director Recruitment is the responsibility of the Nominating Committee.
2. The recruitment of potential Directors will be through advertisement.
3. When possible, Directors who are planning to retire shall assist in recruitment and participate in a shadowing process for new Directors (at least one meeting).
4. Recruited individuals, including Six Nations Elected Council, will be screened, as per policy, for screening Board applicants (policy 2.20).
5. All new Directors, including Six Nations Elected Council representatives, shall undergo an orientation.
6. The Nominating Committee shall keep in mind the need for diversity on the Board.

SECTION: GOVERNANCE PROCESS	TITLE: BOARD JOB DESCRIPTION	NUMBER: GP 2.7
APPROVED BY: BOARD		DATE: January 27, 2005

Global Policy:

The job of the Board is to make certain contributions, which lead the organization toward the desired performance and assure that it occurs. The Board’s specific contributions are unique to its trusteeship role and necessary for proper governance and management.

Consequently, the job of the Board shall be:

1. Establish and maintain appropriate linkages and relationships locally, regionally, nationally and internationally for the purpose of:
 - a) Articulating and reflecting community values to guide acceptable means.
 - b) Sharing knowledge about training and employment issues and opportunities with the community.
 - c) Advising on issues and providing recommendations to the community.
 - d) Participating in future agreement negotiations.

2. This may be facilitated by:
 - a) Reviewing reports in the media.
 - b) Informal dialogue with the Onkwehonwe of the Grand River Territory, including but not limited to Elected Council, Confederacy Council and other Boards/Organizations.
 - c) The Six Nations Elected Council representatives shall provide the formal linkage to Six Nations Elected Council on behalf of G.R.E.T.I.

3. Write governing policies which, at the broadest level address:
 - A. **ENDs:** Organizational products, impacts, benefits and outcomes (what benefit, for whom, at what cost).
 - B. **Executive Limitations:** Constraints on executive authority, which establishes the prudence and ethics boundaries, within which all executive activity and decisions must take place.
 - C. **Governance Process:** Specifications of how the Board conceives, carries out and monitors its own tasks.
 - D. **Board – Management Delegation:** How authority is delegated and its proper use monitored.

4. The assurance of Executive performance against policies.

SECTION: GOVERNANCE PROCESS	TITLE: JOB DESCRIPTION OF DIRECTORS	NUMBER: GP 2.8
APPROVED BY: BOARD		DATE: January 27, 2005

In agreeing to accept appointment to the Board, the Directors are deemed to have agreed to carry out the following duties, on behalf of the organization and its ownership.

1. REPRESENT OWNERS

1. Directors will work on behalf of the ownership of the organization and the organization as a whole.
2. Directors will act as stewards, on behalf of the ownership.
3. Directors will make their decisions in what they believe to be the best interest of the ownership of GRETI.

2. REPRESENT BOARD

1. Directors will not speak officially on behalf of the Board, as this is the role of the Chair, unless requested to act on behalf of the Chair.
2. Directors will not take action as individuals, rather the Board members act as a team.

3. Once a decision has been reached, Directors are expected to support the decision.
4. Directors may be asked by the Chair to represent the organization on civic occasions or at meetings of other agencies or government, on behalf of the Chair.
5. Directors are relied on by the Board to remember the needs and interests of the organization in their dealings in the community.
6. Directors should keep the Board, including the Chair and two CEOs informed of matters relevant to the organization.

3. RESPECT OF OFFICE

1. If, in exceptional circumstances, a Director or their families or business associates choose to engage in commercial or professional business with the organization as allowed in the bylaws, then the Director must declare the interest to the Board... This discussion must take place, in advance of any Board or Board Committee meeting, at which time the matter is scheduled for discussion.
2. All specific personnel or personal information, presented at a Board meeting, will be kept in the strictest of confidence by Directors and referred to only at the official times when they are relevant.
3. Directors are expected to discuss Board business among Directors only. (The Board will have in place a variety of strategies to communicate with the ownership and other stakeholders).
4. Individual Directors are accountable to the Board, regarding their individual performance.

4. SERVICE

1. Directors will govern and participate in Board committee and task force meetings consistent with the Governance Process.
2. Directors will be prepared to serve on at least one committee or task force of the Board, as needed.
3. Directors may serve on additional task forces, as they are able and as the need arises.
4. Within their skills sets, Directors will assume specific assignments, such as leading a task force, preparing a discussion document for Board consideration or leading a Board discussion.
5. Directors will actively participate in Board meetings to bring forward ideas, perspectives and expertise in order to assist the Board in making the best possible decisions.
6. Directors discuss and develop policy, to establish the long-term goals of the organization, the value system of the organization, the limits of authority of the CEOs and the processes the Board uses to complete its own work.

7. Directors will periodically be called upon to show public support for the organization, by being present at specific events, as required.

5. PREPARATION

1. Directors are expected to help meetings to be productive, in part by reviewing the build-up and background material pre-circulated for Board meetings, prior to the meeting.
2. Directors will be prepared to discuss and decide on matters in the interests of ownership, the organization and clients.
3. Directors should seek clarification, as needed, prior to the Board meeting with the Chair and two CEOs on any significant agenda items.
4. Directors must be familiar with Board policy and basic procedure.
5. Directors will attend at least one external continuing education session, per year, related to their role as a Director.

6. ATTENDANCE

1. Directors are expected to attend all meetings, as their input is essential and continuity, from meeting to meeting, is critical. Please see By-Law No. 1, section 3.03 regarding Quorum.
2. Regrets for an absence should be made to the Chair, via the organization office. The Director may wish to speak directly to the Chair, with regard to the reason.
3. If a Director misses two consecutive meetings, without an explanation, the Director will be deemed to have retired from the Board. Please see By-Law No. 1, Section 2 Directors, clauses (4) and (6), as well as 2.04, and 2.05.
4. Planned leave of absence shall be permitted, if it is for just cause and shall not jeopardize the Board's process. Such absence shall be noted.

SECTION: GOVERNANCE PROCESS	TITLE: CHAIRPERSON'S ROLE	NUMBER: GP 2.9
APPROVED BY: BOARD		DATE: January 27, 2005

Global Policy:

The job of the Board Chairperson is primarily to oversee the integrity of the Board's process and secondarily, to represent the Board to outside parties. The Board Chairperson is the only Director officially authorized to speak on behalf of the Board (beyond simply reporting Board events), other than in rare and specifically authorized instances.

Policy:

1. The job output of the Board Chairperson is that the Board behaves consistent with its own Governance Process and Board-Management Delegation policies and those legitimately imposed upon it from outside the organization.

- a) Meeting discussion content will only be those issues, which, according to Board policy, clearly belong to the Board to decide, not the two CEOs. .
- b) Deliberation will be fair, open and thorough but also efficient, orderly and kept to the point.

2. The authority of the Board Chairperson consists of making decisions on behalf of the Board. This authority extends to all decisions, which fall within and are consistent with any reasonable interpretation of Board policies on Governance Process and Board-Management Delegation, except where the Board specifically delegates portions of the authority to others

- a) The Chairperson is empowered to chair Board meetings, with all the commonly accepted responsibility of the position (e.g. Ruling, recognizing, etc.).
- b) The Chairperson has no authority to make decisions about Policies created by the Board within ENDS and Executive Limitations Policy areas. Therefore, the Chairperson has no authority to supervise or direct the CEOs.
- c) The Chairperson may represent the Board to outside parties in announcing Board-stated positions.
- d) The Chairperson will participate in external forums with agencies that legitimately impose/impact policies on the organization and participate in policy development within the forums, provided this participation is in line with Board policy.
- e) The Chairperson will provide information and counsel to the Board.
- f) In the absence of the Board Chairperson, a Director will be appointed by the other Directors present, for the purpose of chairing the meeting.

3. The Board Chairperson will assign duties, as required, to Directors, to get the Board's job done. The Director will be compensated as per Board policy.
4. The Chairperson will be an ex-officio to all Board Committees.

SECTION: GOVERNANCE PROCESS	TITLE: CHAIRPERSON SELECTION	NUMBER: GP 2.10
APPROVED BY: BOARD		DATE: January 27, 2005

Policy:

1. All Directors are allowed to stand for position of Chair.
2. The term of the Chairperson will be for two years and will be selected at the Annual Retreat.
3. Verbal nomination acceptance by nominee.
4. Selection will be done by private ballot.
5. All Directors have a vote.

SECTION: GOVERNANCE PROCESS	TITLE: BOARD SECRETARY'S ROLE	NUMBER: GP 2.11
APPROVED BY: BOARD		DATE: September 30, 2011

Global Policy

The Board Secretary is an officer of the Board whose purpose is to ensure the integrity of the Board's documents. Therefore, the Secretary has the responsibility to ensure that the Board's documents accurately reflect the decisions of the Board and are provided to the Board, in a timely manner.

The assigned result of the Secretary's job is to see that all Board documents and filings are accurate and timely. The Board's documents include: letters of incorporation, by-laws, and board minutes, monitoring reports (including audit report and budget and the board attendance records).

Policy

The Board expects the following:

1. That Directors will have binders, at each board meeting, that are up-to-date and accurate.
2. That update of all documents, including minutes, will be distributed, one week before each board meeting.
3. Updated Board Policies, updating the Board Linkage Work plan, as determined by the Board.
4. That Board meeting minutes will be handled as follows:
 - A) Minutes will be taken at all official board meetings.
 - B) Minutes will be presented at the next board meeting, for approval.

The Secretary expects the following:

1. That the Board will regularly and clearly clarify its requirements for documents, including their format and timeliness.
2. The authority of the Secretary is access to and control over board documents.

SECTION: GOVERNANCE PROCESS	TITLE: BOARD SECRETARY SELECTION	NUMBER: GP 2.12
APPROVED BY: BOARD		DATE: May 17, 2012

Policy:

1. All Directors are allowed to stand for the position of Secretary.
2. The term of the Secretary will be for two years and will be selected at the Annual Retreat.
3. Verbal nomination acceptance by nominee.
4. Vote will be done by private ballot.
5. All Directors have a vote.

SECTION: GOVERNANCE PROCESS	TITLE: COMMITTEE PRINCIPLES	NUMBER: GP 2.13
APPROVED BY: BOARD		DATE: January 27, 2005

The Board may establish committees to help carry out its responsibilities. To preserve Board holism, committees will be used sparingly, when other methods have been deemed inadequate. Committees will be used so, as to minimally interfere with the wholeness of the Board's job.

SECTION: GOVERNANCE PROCESS	TITLE: COMMITTEE STRUCTURE	NUMBER: GP 2.14
APPROVED BY: BOARD		DATE: January 27, 2005 Revised: Sept 22, 2017

A committee is a Board committee, only if its existence and charge come from the Board, regardless of whether Directors sit on the committee. Board committees may include but not be limited to the following.

Nominating Committee

Mandate: To identify potential Directors to fill vacancies.
To ensure the proper screening of potential Board Members of G.R.E.A.T.

Membership: The committee will consist of two Directors.

Action: To coordinate the process of selection, to identify Directors to fill vacancies.

Outcome: Properly screened potential Directors (Policy 2.20).

Process:

Procedures for Screening of Applicants for Directors:

1. A written/verbal acknowledgement of an application will take place, as soon as possible.
2. The Nominating Committee will review all applications against "Criteria for Directors".
3. The Nominating Committee will interview applicants, as soon as possible. The purpose of this interview will be to outline the mandate of G.R.E.A.T., review the responsibilities of membership, governance style, the Board Policy book and authorization for police check.
4. A second interview/contact will follow, to see if the applicant is still interested in serving Director on the Board.

5. The Nominating Committee will then recommend the qualified applicants to the Board.

SECTION: GOVERNANCE PROCESS	TITLE: ANNUAL BOARD PLANNING CYCLE	NUMBER: GP 2.15
APPROVED BY: BOARD		DATE: January 27, 2005

Global Policy:

To accomplish its job with a governance style, consistent with the Board policies, the Board will follow an annual calendar, which (a) completes a re-exploration of ENDS policies annually and (b) continually improves its performance, through attention to Board education and to enriched input and deliberation.

Policy:

1. The cycle will conclude on the last day of September, in order that administration budgeting can be based on accomplishing a one-year segment of the most recent Board long-range vision.
 - a) In the first month or two of the new cycle, the Board will develop its calendar (steps to reach the ENDS), for the ensuing one-year period.
2. Education, input and deliberation will receive paramount attention in structuring the series of meetings and other Board activities during the year.
3. To the extent feasible, the Board will identify those areas of education and input needed, to increase the level of wisdom and forethought it can give to subsequent choices.
4. The Board Linkage Work Plan to be reviewed at quarterly meetings.

SECTION: GOVERNANCE PROCESS	TITLE: THE ANNUAL RETREAT AGENDA	NUMBER: GP 2.16
APPROVED BY: BOARD		DATE: January 27, 2005

1. Review ENDS/Sub Ends Policies
2. Approve Minutes
3. Annual Board Calendar
4. Recommendation of Auditor

5. Election of Chair or Secretary or Treasurer
6. Board Recruitment
7. Board Linkage Work Plan.
8. Celebration and Annual Report.
9. Confirmation of Evaluation of the two CEOs.

SECTION: GOVERNANCE PROCESS	TITLE: ANNUAL BOARD BUDGET	NUMBER: GP 2.17
APPROVED BY: BOARD		DATE: January 27, 2005 Revised: Sept. 22, 2017

Global Policy:

The operating budget for the GRETI Board of Directors shall be adequate and sufficient to carry out its duties.

Policy:

The Chairperson of the GRETI Board is authorized to sign all Board approved Projects, on behalf of the Board.

1. Committee members, who are staff performing Board work, shall be compensated, as per the staff salary grid.
2. Committee members, who are Directors shall be reimbursed at the rate of twenty-five dollars per hour.
3. Directors shall be reimbursed for their expenses at a rate of -fifty dollars (\$50.00) for attendance at monthly meetings, one hundred twenty-five dollars (\$125.00) for attendance at quarterly meetings and one hundred and fifty dollars (\$150.00), plus travel costs, for out-of-area meetings.
4. Chairperson shall be reimbursed for expenses at the rate of \$750 per month.
5. Secretary shall be reimbursed at the rate of \$25 per hour.

SECTION: GOVERNANCE PROCESS	TITLE: AGENDA	NUMBER: GP 2.18
APPROVED BY: BOARD		DATE: January 27, 2005 REVISED: January 17, 2019

An agenda will be established for every GRETI Board meeting. Every agenda will include Ganhon: yohk and Cultural Education.

The Board Chairperson is responsible for the structure of the Board agenda, as outlined below.

The Annual Planning Cycle determines the agenda.

3. Agenda items (regardless of source) must be submitted in writing, the Friday before the meeting. The submission must be prefaced with a report to the Board (sample on next page).
4. The submitted agenda items will be inserted into the four (4) current policy areas. (ENDS, Governance Process, Executive Limitations and Board – Management Delegation).
5. The agenda will be adopted.
6. In camera meetings may be declared, to discuss confidential or classified information.
7. In camera minutes/decisions will be recorded by a Director, approved by the Board, sealed and provided for filing.

REPORT TO BOARD OF DIRECTORS

Topic of Report:

Submitted to:

Submitted by:

Date Submitted:

Report Purpose:

- Policy Decision
 - ENDS Policy
 - Executive Limitations Policy
 - Board Process Policy
 - Board / Director Relationship Policy

 - Policy Development Decision
 - Is a Policy Needed?
 - For Strategic Direction

 - Monitoring Report
 - Linkage Report
 - Information Only
 - (Other)
-

Background Information

Recommended Actions

*PERPETUAL
AGENDA*

1. Ganohon: yohk
2. Cultural Education
3. ENDS –Sub Ends (BD Review)
4. Adoption of agenda
5. Minutes review and approval
6. Business arising from minutes
7. Monitoring Director, as per Monitoring worksheet.
8. Monitor Bd Work Plan
9. Board review of **Governance Process Policy**
10. CEO communication, council to the Board
11. Board evaluation of itself

- ANNUAL MEMBERS’ MEETING**
September 2021
1. Cultural Education
 2. Approve Minutes (Members Meetings)
 3. Approval of Annual Report
 4. Confirmation of Auditors
 5. Election of President or Secretary or Treasurer
- ANNUAL BOARD MEETING**
1. Review Ends/Sub Ends
 2. Approve Minutes
 3. Annual Board Calendar
 4. Recommendation of Auditor
 5. Election of Chair or Sec. or Treasurer
 6. Board Recruitment
 7. CEO communication to the Board
 8. Board Linkage Work Plan
 9. Confirmation of Evaluation of CEOs

1. Ganohon: yohk
2. Cultural Education
3. ENDS – Sub Ends (BD review)
4. Adoption of agenda
5. Minutes review and approval
6. Business arising from minutes
7. Monitoring Director, as per Monitoring worksheet.
8. Monitor Bd Work Plan
9. Board review of **Board-Management Delegation, Review Agenda**
10. CEO communication, council to the Board.
11. Board evaluation of itself
12. Confirm Annual Retreat date and place.

WINTER
January 21,
2021

SPRING
April 15,
2021

FALL
November
19, 2020

SUMMER
July 15,
2021

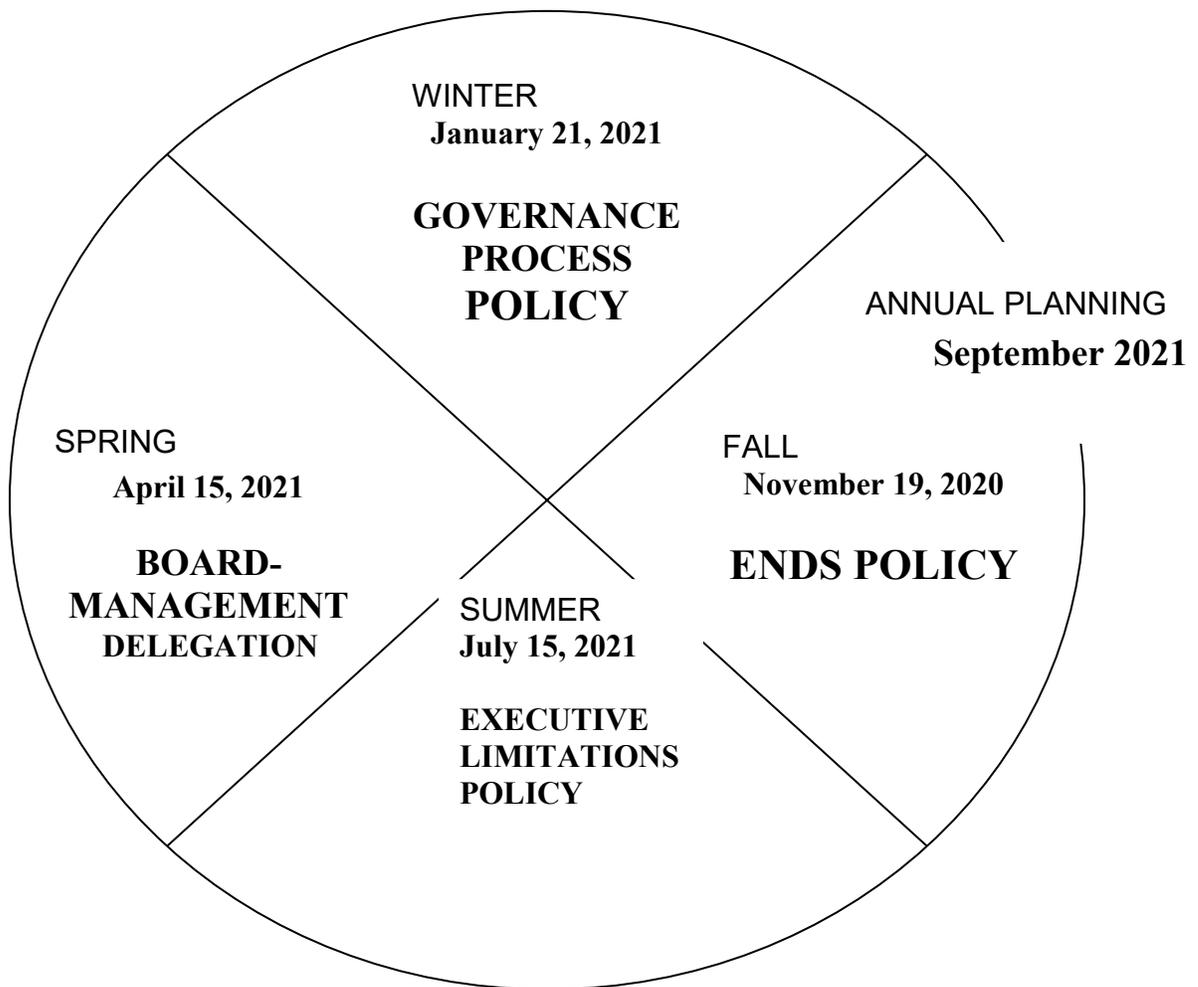
1. Ganohon: yohk
2. Cultural Education
3. ENDS – Sub Ends (BD review)
4. Adoption of agenda
5. Minutes review and approval
6. Business arising from minutes
7. Monitoring Director, as per Monitoring worksheet.
8. Monitor Board Work Plan
9. Board review of Executive **Limitations Policy.**
10. CEO communication, council to the Board.
11. Plan Annual Retreat
12. Board evaluation of itself

1. Ganohon: yohk
2. Cultural Education
3. ENDS – Sub Ends (BD review)
4. Adoption of agenda
5. Minutes review and approval
6. Business arising from minutes
7. Monitoring Director as per Monitoring worksheet.
8. Monitor Board Work Plan
9. Board review of **ENDs Policy.**
10. CEO communication, council to the Board.
11. Board evaluation of itself

GRETI Annual Meeting Calendar

&

Policy Review



SCHEDULE OF BOARD OF DIRECTORS' MEETINGS

September, 2019 – November, 2020

Quarterly Board Meetings are held on the third Thursday of the month 9 am to 3 pm.

Monthly Board Supper Meetings are held on the first Thursday of each month (5:00 p.m. to 7:00 p.m.), except in the months of Quarterly Board Meetings.

November 19, 2020 Fall Quarterly
December 3, 2020 Supper
January 21, 2021 Winter Quarterly
February 4, 2021 Supper
March 4, 2021 Supper
April 15, 2021 Spring Quarterly
May 6, 2021 Supper
June 3, 2021 Supper
July 15, 2021 Summer Quarterly
August 5, 2021 Supper
September 2021 Annual Meeting
October 7, 2021 Supper

SECTION: EXECUTIVE LIMITATIONS	TITLE: GENERAL EXECUTIVE CONSTRAINT	NUMBER: EL 3.0
APPROVED BY: BOARD		DATE: October 7, 2004 Revised: Sept. 22, 2017

Global Policy:

The CEOs shall not cause or allow any practice, activity, decision or organizational circumstance, which is either imprudent or in violation of commonly accepted business and professional ethics.

SECTION: EXECUTIVE LIMITATIONS	TITLE: STAFF TREATMENT	NUMBER: EL 3.1
APPROVED BY: BOARD		DATE: October 7, 2004 Revised: Sept. 22, 2017

Global Policy:

With respect to treatment of staff, the CEOs may not cause or allow conditions, which are unfair or undignified. Accordingly, she or he may not:

1. Operate without personnel procedures, which clarify personnel rules for staff, provide for effective handling of issues and disputes and protect against wrongful conditions.
2. Allow staff to be unaware with their rights under this policy.
3. Discriminate against any staff member for expressing an ethical dissent.
4. Prevent staff from grieving to the Board when the employee alleges that Board policy has not protected his or her rights.
5. Create employment conditions, which fail to respect the particular cultural heritage of employees.
6. Retaliate against an employee for non-disruptive expression of dissent or for reporting to management or to the Board (per the grievance procedure in the personnel manual), acts or omissions by staff, management or the Board that the

employee believes, in good faith and based on credible information, constitutes a violation of provincial law or a governing policy of the Board.

SECTION: EXECUTIVE LIMITATIONS	TITLE: BUDGETING	NUMBER: EL 3.2
APPROVED BY: BOARD		DATE: October 7, 2004 Revised: Sept. 22, 2017 Revised: July 19, 2018

Global Policy:

Budgeting any fiscal year or the remaining part of any fiscal year shall not deviate materially from Board ENDS priorities, risk fiscal jeopardy nor fail to show a generally acceptable level of foresight. Accordingly, she or he may not cause or allow budgeting which;

Policy:

1. Contains too little information to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow and disclosure of planning assumptions for all divisions. Budgets to be provided to Board, by the Spring Quarterly Meeting.
2. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
3. Provides less than an adequate amount for Board Budget.
4. Which is not supported by long-term administrative planning.
5. Which is not supported by a 3-year business plan for each division within Business Opportunities. To be provided to the Board by the Spring Quarterly Meeting each year.

SECTION: EXECUTIVE LIMITATIONS	TITLE: FINANCIAL CONDITION	NUMBER: EL 3.3
APPROVED BY: BOARD		DATE: October 7, 2004 Revised: April 18,2019

Global Policy:

With respect to the actual, ongoing condition of the organization’s financial health, the CEOs may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in ENDS Policies. Accordingly, she or he may not:

Policy:

1. Expend more funds than have been received in the fiscal year-to-date, unless the debt can be replaced by certain otherwise unencumbered revenues, within 90 days.
2. Use any Long-Term Reserves.
3. Conduct inter-fund/program shifting, for amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues, within 30 days or amounts over \$100,000. Shift between GREAT and Business Opportunities must never occur.
4. Allow cash to drop below the amount needed to settle payroll and debts in a timely manner.
5. Allow tax payments or other government – ordered payments or filings to be overdue or inaccurately filed.
6. Allow or a shifting of funds, that will exceed 30 days, to be made without a signed loan agreement, which stipulates repayment terms and is supported by financial evidence of ability to repay,

SECTION:	TITLE:	EL 3.4
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EXECUTIVE LIMITATIONS	EMERGENCY EXECUTIVE SUCCESSION	
APPROVED BY: BOARD		DATE: October 7, 2004 Revised: Sept. 22, 2017

In order to protect the Board from sudden loss of services, the CEOs may not have fewer than two other senior staff familiar with Board and operational issues and processes.

SECTION: EXECUTIVE LIMITATIONS	TITLE: ASSET PROTECTION	NUMBER: EL 3.5
APPROVED BY: BOARD		DATE: October 7, 2004 Revised: Jan 19, 2019

Global Policy:

The CEOs may not allow assets to be unprotected, inadequately maintained nor unnecessarily risked. Accordingly, she or he may not:

Policy:

1. Fail to insure against theft and casualty losses to at least 80 percent replacement value and against liability losses to board members, staff or the organization itself, in an amount greater than the average for comparable organizations.
2. Allow un-bonded personnel access to material amounts of funds.
3. Subject plant and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its Board or Staff to claims of liability.
5. Make any purchase: (a) wherein normally prudent protection has not been given against conflict of interest; (b) of over \$1,500.00, without having obtained comparative prices and quality (c) of over \$10,000.00, without a stringent method of assuring the balance of long term cost and quality; (d) of over \$50,000.00.
6. Receive, process or disburse funds under controls which are insufficient to meet the Board-appointed auditor's standards.

7. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than AAA rating or in non-interest bearing accounts, except where necessary, to facilitate ease in operational transactions.
8. Acquire, encumber or dispose of real property.
9. Endanger the organization`s public image, credibility, or its ability to accomplish Ends

SECTION: EXECUTIVE LIMITATIONS	TITLE: COMPENSATION AND BENEFITS	NUMBER: EL 3.6
APPROVED BY: BOARD		DATE: October 7, 2004 Reviewed: April 21, 2016 Revised: Nov. 16, 2017

Global Policy:

With respect to employment, compensation and benefits to employees, consultants and contract workers, the CEOs may not cause or allow jeopardy to fiscal integrity or public image. Accordingly, she or he may not:

Policy:

1. Change her/his compensation and benefits.
2. Establish current compensation and benefits, which deviate materially from the geographic or professional market for the skills employed.
3. Create obligations over a longer term than revenues can be safely projected, in no event longer than any applicable funding agreement and in all events subject to losses of revenue.
4. Establish or change pension benefits.
5. Allow an employee to lose benefits already accrued from any foregoing plan.
6. Cause unfunded liabilities to occur or in any way commit the organization to benefits, which incur unpredictable costs.

7. Provide less than some basic level of benefits to all full time employees, though differential benefits to encourage the attraction of and longevity in key employees are not prohibited.
8. Treat her or himself differently from other employees.

SECTION: EXECUTIVE LIMITATIONS	TITLE: COMMUNICATION AND COUNSEL TO THE BOARD	NUMBER: EL 3.7
APPROVED BY: BOARD		DATE: October 7, 2004 Revised: Sept. 22, 2017

Global Policy:

With respect to providing information and counsel to the board, the CEOs may not permit the Board to be uninformed. Accordingly, she or he may not:

Policy:

1. Let the Board be unaware of relevant trends, significant projects (over \$50,000.00), anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions, upon which any Board Policy has previously been established.
2. Fail to submit the required monitoring data (see policy on Monitoring Executive Performance) in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.
3. Fail to gather for the Board, as many staff and external points-of-view, issues and options, as needed for fully informed Board choices.
4. Present information in unnecessarily complex and lengthy form.
5. Allow the Board to be without a mechanism for official Board, officer or committee communications.
6. Fail to deal with the Board, as a whole, except when: (a) fulfilling individual requests for information or; (b) responding to officers or committees duly charged by the Board.
7. Allow the Board to be unaware of an actual or anticipated non-compliance with any policy of the Board.

8. Allow the Board to be unaware that, in the CEOs' opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of board behavior (individual Director, committee of the Board or the whole Board) which is detrimental to the work relationship between the Board and the CEOs and organization.

SECTION: EXECUTIVE LIMITATIONS	TITLE: CLIENT TREATMENT	NUMBER: EL 3.8
APPROVED BY: BOARD		DATE April 28, 2011 Reviewed: January 14, 2016

Global Policy:

With respect to interactions with clients or those applying to be clients, the CEOs shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, disrespectful or unnecessarily intrusive.

Accordingly, she or he may not:

1. Elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting or storing client information that fail to protect against improper access to the material.
3. Operate facilities, without appropriate accessibility and privacy.
4. Allow clients to be unaware of what may be expected and what may not be expected from the service offered.
5. Allow clients to be unaware of this policy or a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights, under this policy.

SECTION: BOARD-MANAGEMENT DELEGATION	TITLE: GLOBAL BOARD- MANAGEMENT DELEGATION	NUMBER: BMD 4.0
APPROVED BY: BOARD		DATE: Sept. 22, 2017

Global Policy:

The board`s sole official connection to the operational organization, its achievements, and conduct will be through two Chief Executive Officers, each called CEO, one for Employment and Training (DET/GREAT) and one for Business Opportunities (GRETI/DBO), who each shall be held accountable for the work of their operations.

In order to delegate effectively, the Board recognizes that its only employees are the two CEOs, and that it will delegate only to the two CEOs. The Board will separately hold the two CEOs accountable for all organizational achievements and conduct.

SECTION: BOARD-MANAGEMENT DELEGATION	TITLE: UNIT OF CONTROL	NUMBER: BMD 4.1
APPROVED BY: BOARD		DATE: Sept. 22, 2017

Global Policy:

Only officially passed motions of the board are binding on the CEOs.

Policy:

1. Decisions or instructions of individual board members, officers, or committees are not binding on the CEOs.
2. In the case of Directors or Board committees requesting information or assistance without board authorization, the CEOs can refuse such requests that require, in either of their opinions, a material amount of staff time or funds, or are disruptive.

SECTION: BOARD-MANAGEMENT DELEGATION	TITLE: ACCOUNTABILITY OF THE CEO	NUMBER: BMD 4.2
APPROVED BY: BOARD		DATE: Sept. 22, 2017

Global Policy:

The CEOs are the Board`s only link to the operational achievements and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the CEOs.

1. The Board shall not give instructions to persons who report directly or indirectly to either of the CEOs.
2. The Board shall not evaluate, either formally or informally, any staff other than the CEOs.
3. The Board shall view the performance of the CEOs as identical to organizational performance, so that organizational accomplishment of board-stated Ends and compliance with board-stated Executive Limitations will be viewed as successful performance of each CEO.
4. Each CEO will be held responsible for achieving their reasonable interpretation of each of the Ends, and both will be held responsible for complying with each Executive Limitations policy separately, through separate monitoring reports.

SECTION: BOARD-MANAGEMENT DELEGATION	DELEGATION TO THE CEO	NUMBER: BMD 4.3
APPROVED BY: BOARD		DATE: SEPT. 22, 2017

The Board will instruct the CEOs through written policies that:
(a) Prescribe the organizational Ends to be achieved and
(b) Describe organizational situations and actions to be avoided (Executive Limitations) allowing the Directors to use any reasonable interpretation of these policies

1. **Ends Policies:** The Board will develop policies instructing the CEOs to achieve certain results, for certain customers, at a certain worth or cost. These

policies, called Ends, will be developed systematically from the broadest, most general level to more defined levels. All issues that are not Ends issues as defined are means issues. Ends policies answer the following 3 questions about what the organization will produce:

“What Good? For Whom? And At what Cost?”

2. **Executive Limitation Policies:** The Board will develop policies that limit the latitude that the CEOs may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Board even if they were to be effective. The Board will not prescribe organizational means delegated the CEOs. Therefore, all means are considered pre-approved by the Board unless explicitly prohibited in the Executive Limitations policies.

3. As long as the CEOs use any reasonable interpretation of the Board’s Ends and Executive Limitations policies, the CEOs are authorized to establish all further policies, make all decision, take all actions, establish all practices and develop all activities. Such decisions of the CEOs shall have full force and authority as if decided by the Board.

4. The Board may change its Ends and executive Limitations policies, thereby shifting the boundary between board and CEO domain. By so doing, the Board changes the latitude of choice given to the CEOs. But so long as any particular delegation (policy) is in place, the Board and the Directors will respect and support the choices of the CEOs.

SECTION: BOARD-MANAGEMENT DELEGATION	MONITORING CEO PERFORMANCE	NUMBER: BMD 4.4
APPROVED BY: BOARD		Sept. 22, 2017

Systematic and rigorous monitoring each of the performance of the CEOs will be only against the expected CEO job products:

- (1) Organizational accomplishment of the Board’s Ends policies and
- (2). Organizational operation within the boundaries established in Board policies on Executive Limitations.

1. Monitoring is simply to determine the degree to which Board policies are being met, information that does not do this will not be considered to be monitoring data.

2. The Board will acquire monitoring information by one or more of three methods:

- A. by INTERNAL REPORT: in which each CEO discloses interpretations and compliance information to the Board.
- B. by EXTERNAL REPORT: in which an external, independent 3rd party selected by the Board assesses compliance with the CEOs' interpretations of Board policies.
- C. by BOARD DIRECT INSPECTION: in which a designated Director or Directors assess compliance with CEOs' interpretation of the appropriate policy criteria.
3. In every case, the Board will judge:
- (a) the reasonableness of each CEO's interpretation, and
 - (b) whether data demonstrates accomplishment of the interpretation (regarding Ends) or compliance with the interpretation (regarding Executive Limitations)
4. The standard for compliance shall be any reasonable CEO interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favoured by Directors or by the Board as a whole.
5. The Board can monitor organizational compliance with any policy at any time by any of the above 3 methods.
6. The Board will determine the frequency and method of monitoring the policies that instruct the CEOs (Ends and Executive Limitations) and will normally use a routine schedule as follows.

MONITORING SCHEDULE

