



Canadian Association of Second Language Teachers
Association canadienne des professeurs de langues secondes

CASLT

Executive Policies

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Contents

Section 1: Mandate	3
Policy 1-01: Mission, Mandate	3
Policy 1-02: Strategic Priorities	4
Policy 1-03: Membership Services Accessibility	4
Section 2: Governance.....	5
Policy 2-01: Policy Development and Management	5
Policy 2-02: Board Guiding Principles	5
Policy 2-03: Composition of the Board	6
Policy 2-04: Standing and Ad Hoc Committees of the Board.....	6
Policy 2-05: National Council Guiding Principles	6
Policy 2-06: CASLT Risk Management Fund	6
Policy 2-07: CASLT Special Initiatives Fund	7
Policy 2-08: Signing Authority and Association Financial Business.....	7
Policy 2-09: Code of Conduct and Conflict of Interest of the Directors of the Board, Representatives of the National Council, Executive Director, and Staff	7
Policy 2-10: Corporate Records Management	8
Policy 2-11: Protection of Personal Information and Privacy.....	8
Section 3: Board-Staff Relationship	9
Policy 3-01: Delegation of Authority to the Executive Director	9
Policy 3-02: Performance Appraisal of the Executive Director	9
Policy 3-03: Engagement of Employees, Contractors, and Workshop Leaders	10
Section 4: Executive Limitations	10
Policy 4-01: Financial Planning, Management, and Reporting.....	10
Policy 4-02: Travel and Business Expenses for CASLT Volunteers and Staff	11

Section 1: Mandate

Policy 1-01: Mission, Mandate

1. General Guiding Principle

CASLT's mission, values, and vision reflect the bilingual and plurilingual nature of Canadian society. In addition to supporting teachers of French and English as second official languages in the Canadian curriculum, as well as teachers of Indigenous, Heritage, International, and Signed languages, CASLT aims to support the teaching and learning of languages in a variety of contexts, including those where learners experience their schooling in languages additional to their home language or the dominant language of their community.

2. Objective

To clarify the object of the Association, the Board has identified its vision, mission, and values statements.

3. Policy

Vision Statement

The CASLT vision is for excellence in teaching languages.

Mission Statement

CASLT fosters and advances professional excellence in the teaching of languages in Canada. CASLT supports its members by promoting the advancement of language learning and teaching throughout Canada, by creating opportunities for professional development, by initiating and disseminating research, and by facilitating the exchange of information and ideas among language educators.

Values and Beliefs

- CASLT values the importance of languages and the diversity of cultures and believes that the ability to communicate in two or more languages contributes to the full development of human potential.
- CASLT values the provision of quality educational opportunities for second language learners and the capability of every individual to learn a second or additional language according to their needs, interests, and abilities.
- CASLT values the awareness, appreciation, and understanding of second and additional language learning and teaching throughout Canada and beyond.
- CASLT values networking among second language communities.
- CASLT values cultural, linguistic, and ethnic diversity as an asset that is essential to Canadian identity.
- CASLT values its members as a core principle of its mandate.
- CASLT values research-informed practices and programs.
- CASLT values building strong partnerships to achieve its mission.

Through its values and beliefs, CASLT supports:

- Teaching and learning languages
- Linguistic and cultural diversity
- Professional learning
- Research-based practices
- Dialogue and collaboration

Policy 1-02: Strategic Priorities

1. Objective

To provide a framework for program and service delivery, the Board has identified six areas of focus to guide its strategic plan.

2. Policy

The strategic plan (2015-2019) sets priorities and results for the Association. A project-based budget process allocates resources supporting these priorities. The implementation of the plan deals with obtaining and effectively using the resources in the most efficient way to obtain the desired results. The evaluation of the plan ensures that the specific priorities are completed on time and within budget.

The plan for the Association is based on six identified strategic areas:

- Promotion and Advocacy
- Professional Development
- Research
- Exchange of Information and Ideas
- Organizational Capacity, Sustainability, and Accountability
- Membership

The Board sets and regularly reviews a strategic plan based on these strategic areas. The strategic plan includes outcomes and measures. It is informed by data collected through various means, such as analysis of current trends, membership surveys, and focus groups reports. The Board of Directors, National Council, and staff need to ensure, as per their respective responsibilities, the achievement of the set results defined in the action plans.

Policy 1-03: Membership Services Accessibility

1. Objective

To ensure that CASLT offers programs that are accessible to its membership, second language educators, as well as interested individuals and groups across Canada.

2. Policy

- 2.1 Membership eligibility shall be in accordance with the By-laws. Active regular membership in CASLT is effective upon receipt of membership fees and remains in effect for a period of twelve months. All membership fees are subject to periodic review by the Board.
- 2.2 A membership structure of one class of members (Individual Members) with four categories (Regular, Affiliate, Honorary, and Institutional) has been developed to encourage participation of individuals, institutions, and organizations in support of CASLT.
- 2.3 Individual membership fees may be waived (complimentary) for key individuals to increase awareness and disseminate further the CASLT mission, mandate, and activities. All Honorary members, current Directors, and current National Council representatives receive complimentary membership in the Association.
- 2.4 Reduced individual membership fees (affiliate) may be offered to individuals at the time of their participation in a professional development event sponsored by CASLT or through organizational partnership agreements.
- 2.5 Institutional memberships are available to organizations including, but not limited to, schools, school boards, publishers, embassies, faculties of education, and institutes interested in furthering the objectives of CASLT.

- 2.6 In accordance with the By-laws, Honorary membership may be bestowed on any individual who, in the opinion of the Board, has made a significant contribution to the cause of second language education in Canada. This Honorary Lifetime Members category includes founding members, CASLT Past Presidents, and recipients of the Prix Robert Roy Award and the Honorary Lifetime Membership Award. These are all voting members.
- 2.7 Friends of the Corporation include student-teacher members and prominent Canadians who allow their names to be added to the Friends of CASLT Honour Roll, thus indicating their support for CASLT and its mandate. These are all non-voting members.

Section 2: Governance

Policy 2-01: Policy Development and Management

1. Objective

To create a process for developing policies and supporting procedures, to be used by staff in generating policy proposals for consideration by the Board.

Based on the Constitution of the Association, policies are general guiding principles for governance and are subject to approval by the Board. Procedures are the measures to implement policies and are developed by the Executive Director and approved by the Board.

2. Policy

- 2.1 The Board is accountable to its members to ensure that programs and services of high caliber are in place and are effective; that all staff positions are occupied by qualified and competent persons; and that all resources are used wisely. To achieve these objectives, the Board shall establish specific policies to guide the actions of the Executive Director and other staff and shall periodically measure the effectiveness of policy implementation.
- 2.2 In general, policies shall be focused statements of the Board's intent, governing principles, or desired results. They shall be broad enough to allow flexibility in dealing with diverse situations while ensuring consistency in service delivery.
- 2.3 All policies shall be subject to regular review (maximum time 4 years).
- 2.4 The Executive Director shall issue operational procedures to implement Board policies.

3. Specific Directives

- 3.1 All policy statements must be authorized by the Board in a Board meeting.
- 3.2 The official version of a Board policy shall be available upon request to all members of the Association.

Policy 2-02: Board Guiding Principles

1. Objective

To establish a framework for Board policy direction and decision-making.

2. Policy

- 2.1 The Board is committed to providing leadership and good governance in setting policy directions for the fulfillment of the Association's mandate and the delivery of its membership services.
- 2.2 Board members will fulfill their obligations by adhering to the By-laws and carrying out the Roles and Responsibilities of Board Members as outlined in the Procedural Guidelines.

- 2.3 All decisions made by the Board should support the guiding principle, mission, vision, values and beliefs, and strategic priorities of the Association as referenced in Policies 1-01 and 1-02.

Policy 2-03: Composition of the Board

1. Objective

To clarify the composition of the Board based on the offices assumed.

2. Policy

The powers and duties of the Board are outlined in By-Law No. 1, Section 7.06 and further detailed in the Procedural Guidelines.

Policy 2-04: Standing and Ad Hoc Committees of the Board

1. Objective

To identify standing and ad hoc committees.

2. Policy

As per By-Law No. 1, Section 4.10, the Board may establish ad hoc and other committees, as it deems necessary to advance the mission, vision, and directions of the Association. On an annual basis, the Board will identify appropriate committees to meet the goals and activities of the strategic plan.

The Procedural Guidelines provide details related to the types of committees, committee mandates, membership, roles, and functioning.

Policy 2-05: National Council Guiding Principles

1. Objective

To provide guiding principles for the National Council.

2. Policy

National Council representatives shall fulfill their obligations and carry out their roles and responsibilities as outlined in the By-laws and elaborated in the Procedural Guidelines.

The National Council shall provide liaison between the Corporation and the provinces and territories. The roles and responsibilities of the National Council Representatives may vary from province to province, territory to territory.

National Council representatives shall:

- Promote CASLT at the provincial/territorial level;
- Be a goodwill ambassador at all times; and
- Create a CASLT network within the province or territory.

Policy 2-06: CASLT Risk Management Fund

1. Objective

To manage the overall risk of the Association in order to cover the operational costs for a minimum of a three-month transitional period should it be required to fulfill legal or contractual obligations.

2. Policy

Any amount to be expensed through the Risk Management Fund must be approved by the Board. The Board may direct additional funds to the Risk Management Fund by Ordinary Resolution.

Policy 2-07: CASLT Special Initiatives Fund

1. Objective

To address emergent or unforeseen special initiatives that support the strategic plan and mandate of the Association.

2. Policy

Any amount to be expensed through the Special Initiatives Fund must be approved by the Board. The Board may direct additional funds to the Special Initiatives Fund by Ordinary Resolution.

Policy 2-08: Signing Authority and Association Financial Business

1. Objective

To clarify the process and responsibility for financial transactions on behalf of the Association.

2. Policy

- 2.1 The fiscal year of the Association shall begin on April 1 and end on March 31 of the next year.
- 2.2 The Treasurer, Executive Director, Financial Manager, and Directors approved by the Board will be granted signing authority for Association business.
- 2.3 All cheques, bills of exchange, or other orders for the payment of money, notes, or other evidences of indebtedness issued in the name of the Corporation shall ordinarily be signed by any two of the signing officers. A signing officer cannot sign a cheque issued in their own name.
- 2.4 Any one of such officers may arrange, settle, balance, and certify all books and accounts between the Corporation and the Corporation's bankers and may receive all paid cheques and vouchers and sign all bank forms or settlement of balances and release or verification slips.
- 2.5 In order to carry out its objectives, the Association may borrow money on the credit of the Association. The borrowing power is limited to borrowing money for annual operating expenses. The Board may authorize (by motion) the Executive Director with the President to arrange for borrowing on behalf of the Association for a specific amount and for specific purposes.

Policy 2-09: Code of Conduct and Conflict of Interest of the Directors of the Board, Representatives of the National Council, Executive Director, and Staff

1. Objective

This policy intends to provide guidance for the general conduct and to ensure the highest standards and maintenance of the integrity of the Directors of the Board, Representatives of the National Council, the Executive Director, and Staff at all Association activities.

This policy also seeks to minimize the possibility of conflicts of interest occurring or being seen to occur between the private interests of Directors of the Board, Representatives of the National Council, the Executive Director, and Staff in their roles and responsibilities with the Association. If any real, potential, or apparent conflict of interest does arise, it will be resolved appropriately.

2. Policy

- The Directors of the Board, Representatives of the National Council, the Executive Director, and Staff shall disclose any and all relevant personal, occupational, or financial connections or interests with stakeholders and affected organizations. Such disclosure is meant to ensure that conflicts of interest will be avoided, and thereby preserve the objectivity and credibility of the Directors of the Board, Representatives of the National Council, the Executive Director, and Staff.
- The Directors of the Board, Representatives of the National Council, the Executive Director, and Staff shall have an obligation to act fairly in the conduct of their duties and shall avoid impropriety and the appearance of impropriety. They shall observe high standards of conduct to ensure that the integrity and impartiality of the Association are preserved.
- The Procedural Guidelines provide details related to code of conduct and conflict of interest of the Directors of the Board, Representatives of the National Council, the Executive Director, and Staff.

Policy 2-10: Corporate Records Management

1. Objective

To ensure that the Association's records are managed in a manner that follows the principles of good governance and meets any legislative requirements.

2. Policy

- 2.1 Where information is received, created, or gathered by or on behalf of the Board in the course of conducting Board business, both by Directors (concerning information in the Board's custody or control) and by staff, this information is a corporate resource that belongs to the Association as a whole. Such information shall be managed in accordance with administrative procedures as outlined in the Procedural Guidelines and made accessible to those who require it, subject to legal requirements and Board policy.
- 2.2 The Board, Executive Director, and Staff have a responsibility to maintain and safeguard records required for the administration of the Association's business and for the long-term preservation of records including Board minutes, financial records, and personnel records.
- 2.3 The Executive Director is authorized to issue such procedures as may be necessary to support this policy.

Policy 2-11: Protection of Personal Information and Privacy

1. Objective

To meet legislative requirements and to protect the privacy of Association members and others who use our services with respect to the collection, use, and disclosure of personal information.

2. Policy

- 2.1 CASLT is responsible for all personal information under its custody or control, including information that it may transfer to a third party for processing.
- 2.2 CASLT is responsible for personal information sent to third-party service providers who provide services to CASLT.
- 2.3 CASLT protects personal information against such risks as loss or theft, unauthorized access, disclosure, copying, modification, and destruction by using appropriate security measures.
- 2.4 CASLT shall implement procedures as outlined in the Procedural Guidelines.

Section 3: Board-Staff Relationship

Policy 3-01: Delegation of Authority to the Executive Director

1. Objective

To ensure the effective deployment of qualified and competent staff in all administrative and support positions and the management of staffing issues including organization, compensation, training, and development.

2. Policy

- 2.1 The Board recognizes that the employment and retention of qualified and competent staff is essential to the success of the delivery of high-quality programs and services to the members of CASLT.
- 2.2 The Board has identified the criteria to be considered for appointment to the position of Executive Director in the job description as contained in the corporate records.
- 2.3 The Executive Director is authorized to establish the necessary staff positions subject to Board approval and to arrange for the deployment of staff within the limits of the Association's budget. Job descriptions will be generated for all positions.
- 2.4 The Executive Director is authorized to perform all related personnel functions including hiring, promotions, evaluations, resignations, discipline, and demotions with the following limitations:
 - Contracts are developed for all positions and presented for Board approval.
 - The compensation schemes for all positions are subject to Board approval.
 - Dismissals and disciplinary actions are subject to the grievance procedures as set out in the Procedural Guidelines.
 - All employee dismissals for cause are subject to Board approval, allowing for due process.
- 2.5 The Executive Director is responsible for establishing appropriate selection criteria for all hirings.
- 2.6 In the absence of the Executive Director, the President shall temporarily assume the Executive Director function of the Association.

Policy 3-02: Performance Appraisal of the Executive Director

1. Objective

To ensure that CASLT's most senior employee is maintaining and further developing required competencies (knowledge, skills, attitudes) to meet job requirements, that results are measured to agreed performance expectations, and that recognition and reward occur where merited.

2. Policy

- 2.1 The annual performance evaluation of the Executive Director shall be completed by March 31st of each year by a performance appraisal committee made up of the President, Vice-President, and Treasurer, or designates.
- 2.2 The President chairs the performance appraisal committee and is responsible for coordinating the annual performance appraisal. The committee will invite Board members to advise the committee if they have matters the performance appraisal committee should consider/address in the appraisal. The performance appraisal committee may consult staff, National Council, funding partners, stakeholder groups, and members to receive comments regarding the performance of the Executive Director. The compiled data will remain confidential, but the final performance appraisal may be shared with the Board.
- 2.3 The Executive Director will be invited to prepare an annual activity/achievement summary and a self-assessment using the evaluation form to share with the performance appraisal committee on or before

January 31st of each year. Performance will be assessed based on achievement of performance indicators reflecting current strategic goals and competencies (knowledge, skills, and attitudes) necessary for the job. The committee will assess performance using the performance appraisal form found in the Procedural Guidelines.

Policy 3-03: Engagement of Employees, Contractors, and Workshop Leaders

1. Objective

To engage employees and agents as the Board shall deem necessary to perform duties as prescribed by the Board, with the recommendation of the Executive Director and the priorities set in the Association's Strategic Plan.

2. Policy

- 2.1 The Board may engage an Executive Director who shall carry out duties as outlined in a contract prepared by the Board and reviewed by legal counsel. The Executive Director shall be the Chief Operating Officer of the Association responsible for all day-to-day operations.
- 2.2 The Board may engage employees who shall carry out duties as outlined in a contract prepared by the Executive Director and reviewed by legal counsel.

Section 4: Executive Limitations

Policy 4-01: Financial Planning, Management, and Reporting

1. Objective

To ensure that the Board and Executive Director manage and supervise the financial resources of the Association in a prudent and fiscally responsible manner.

2. Policy

The Board must review and approve a proposed budget annually at the designated Board Meeting. The proposed budget must be a balanced budget, a budget containing a projected surplus, or a budget spending an accumulated surplus from the previous year.

3. Specific Directives

- 3.1 The Executive Director and the Board must adhere to the rules and regulations contained within the By-laws.
- 3.2 Independent practicing public accountants shall conduct an external audit at the end of each financial year. The audited financial statements, which disclose all sources of revenue and expenditure for the programs and operations of the Association, shall be presented at the Annual General Meeting for approval of the members of the Association.
- 3.3 The financial statements of the Association must be prepared in accordance with Generally Accepted Accounting Principles (GAAP).
- 3.4 The Association shall comply in a timely manner with the requirements of the Canada Not-for-profit Corporations Act, and all other applicable statutes, and shall make all required remittances thereunder.
- 3.5 All governmental revenues shall be expended in compliance with the Contribution Agreement under which the funds are provided.
- 3.6 The Executive Director will not undertake actions that will jeopardize the financial strength of the Association. In particular, the Executive Director will not, without Board approval:
 - Make unbudgeted expenditures of more than \$7,000.

- Exceed budgeted expenditures by more than \$5,000.
 - Transfer budgeted funds from one major program or expenditure category to another.
 - Fail to submit payroll and other taxes as required by law.
 - Fail to settle payroll and other liabilities in a timely manner.
 - Enter into new banking arrangements.
 - Enter into new contractual arrangements with vendors that a) involve annual commitments of more than \$10,000, or b) are longer than two years.
 - Enter into contractual relations (in which the Association is the vendor) that involve commitments for services for more than \$10,000 annually.
- 3.7 Due to unforeseen circumstances, should budgeted expenditures be exceeded by more than \$5,000 without board approval, the Executive Director shall notify the Board in writing of this non-compliance within 15 days of its discovery.
- 3.8 The Executive Director will not jeopardize the fiscal integrity of major programs or the Association as a whole. In particular, the Executive Director will not, without Board approval:
- Allow budgets to be developed based on insufficient information to make reasonably accurate projections of revenues and expenditures.
 - Allow budgets to be presented that are inconsistent with previous presentations.
 - Present budgets that anticipate an operational budget deficit.
 - Submit funding proposals above \$10,000 without prior vetting by the President or Vice-President plus one other Board member.
- 3.9 All investments made on behalf of the Association must have a guaranteed rate of return, such as guaranteed investment certificates (GIC).
- 3.10 All revenue to CASLT from non-governmental sources including, but not limited to, membership and registration fees, interest from interest-bearing accounts, and donations shall accrue to the general operating budget to provide for a measure of self-sufficiency for the Association.
- 3.11 Any interest revenue generated by the Risk Management Fund and the Special Initiatives Fund will be transferred to the general operating budget at the end of the fiscal year.
- 3.12 Any amount to be expensed from the Risk Management Fund during a transitional period to cover the operational costs in order to fulfill legal or contractual obligations must be approved by the Board. If borrowing from the Risk Management Fund, all funds must be returned either by March 31st of the same fiscal year or by the date designated by Ordinary Resolution of the Board.
- 3.13 For special projects, if required, the Executive Director will consult the Board before asking for authorization to make modifications related to the categories assigned in a contribution agreement with the Department of Canadian Heritage and other funding agencies. When authorization is granted, the Executive Director will inform the Board in writing of any given changes brought to the approved budget beyond the allowable limits (15%).

Policy 4-02: Travel and Business Expenses for CASLT Volunteers and Staff

1. Objective

The intent of the Travel and Business Expense Policy is to reimburse actual and reasonable out-of-pocket expenses incurred by CASLT volunteers and staff in the performance of duly authorized Association business. No compensation is provided for loss of income or salary.

2. Policy

- 2.1 All travel and other business expense claims shall be submitted on the standard Expense Claim Form. Expense claims should be submitted for reimbursement to CASLT's office within 30 days of incurring the out-of-pocket expenses. Original receipts, electronic images of original receipts, or other proof of payment, and documents or explanations to support and verify all expenditures claimed must be provided to support the claim. Receipts or other proof of payment must show a breakdown of expenditures including taxes paid. Credit card receipt slips alone are not valid receipts for these types of expenditures.
- 2.2 Expense claims must include the following information: the name of the event or activity attended, the name of the project or program under which the expense falls, the purpose of the trip or expense, and the dates and the actual costs must be shown.
- 2.3 The claimant is responsible for ensuring that amounts claimed for expenses are accurate and reasonable. All reimbursement claims must be signed by the claimant and include all supporting documentation. CASLT will endeavor to emit reimbursement within 14 days upon receipt of duly completed forms.
- 2.4 Expense claims from CASLT volunteers and staff are verified and approved by the Executive Director. Expense claims from the Executive Director are verified and approved by the Treasurer or designate. The Treasurer or designate reviews all expense claims when signing cheques by initializing all claims. Claims that do not conform to Executive Policies and Procedural Guidelines or that are incomplete will be returned to the claimant for adjustment or completion. Expenses are subject to audit and may be adjusted even after reimbursement. In unusual circumstances, the Executive Director with the Treasurer or designate may approve exceptions to this policy in advance. The exception will be explained in writing and attached to accompany the claim. The Executive Director, Treasurer, President, and Vice-President have signing authority for the expense claims.
- 2.5 All Association travel and business expenses, regardless of the ultimate source of funding, are covered by this policy, unless specifically indicated otherwise by a funding agency.