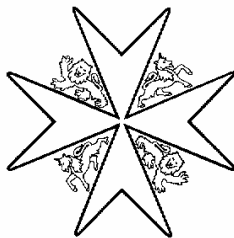


OR Manual

St. John Council for Ontario Operating Regulations



St. John Ambulance



The St. John Council for Ontario
The Most Venerable Order of the Hospital of St. John of Jerusalem
The Priory of Canada

ST. JOHN COUNCIL for ONTARIO

OPERATING REGULATIONS

Prepared for release on 1 December 2004. These policies and procedures are intended to assist Branches and Administrative Centres serve their communities while accomplishing the mission of St. John in the Province of Ontario.



Foreword

There is one corporation in Ontario for St. John called “The St. John Council for Ontario”. St. John Council for Ontario’s By-Law 1, Article 16,¹ states that Council may, from time to time, pass rules and regulations governing the constitutions or organizations of the Administrative Centres, Branches and their affiliated Community Services Units in which each may operate, the duties and responsibilities of the Centres, Branches, and their affiliated Community Services Units or of any of them, and shall have full power and authority to alter or repeal such rules and regulations, always working within policies of Priority as related to training, operations, and Community Service.

This Operating Regulations Manual replaces both the Operations and Administration manuals (1992-1994) and is for use in providing direction and guidance for *Our Way Ahead*. In the event of any discrepancy between what is contained in this manual, the Honours and Awards Manual, the Human Resources Manual, the Training Operations Manual, Insurance Manual, or any other manuals produced by Council for Ontario, this manual shall take precedence.

This manual is the first in a series of resource manuals that contain policies and procedures with which Administrative Centres, Branches, and affiliated Community Services Units must comply. The Operating Regulations Manual is the source manual and contains a listing of all manuals in the series. The Operating Regulations table of contents, at the beginning of the manual, and the footnotes on each page should enable users to have ready access to the desired information. In the Operating Regulations table of contents, each page is identified by section coding.

From time to time amendments will be issued. The record of amendments should be utilized to record the amendment made to ensure the manual is current. The Manager, Branch Liaison, will review this manual, annually, following Council’s Annual General Meeting and issue any required amendments.

A List of Effective Pages has been designed to record all amendments, sequentially by number and date. This system allows the user to determine whether or not all revisions to a manual have been received. It also eliminates any need to store covering letters. When amendments are received from Council for Ontario:

- Match number on Amendment Notice with the pre-printed number on Amendment Record.
- Note any previous Amendments that may be missing and contact Manager, Branch Liaison, Council for Ontario.
- Remove old pages (if any); add new pages as per listing on Amendment Notice.
- Destroy old pages and Notice.
- The Manager, Branch Liaison, Council for Ontario maintains the Manual’s electronic files.

¹ The Council for Ontario By-Law 1 will be revised in 2004/5 to reflect *Our Way Ahead*



LIST OF EFFECTIVE PAGES

Insert latest changed pages and dispose of superseded pages.

NOTE

On a changed page, the portion of the text affected by the latest change is indicated by a vertical line in the margin of the page; changes to illustrations by miniature pointing hands, or black vertical lines.

Dates of issue for original and changed pages are:

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Ch	1	Ch	4
Ch	2	Ch	5

Zero in Change No. Column indicates an original page.

Page No.	Change No.	Page No.	Change No.
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St. John Council for Ontario

Operating Regulations – Overview of Manual Series

St. John Council for Ontario Operating Regulations Manual is the first in a series of resource manuals that detail policies and procedures related to operations in Ontario. These manuals replace the Operations and Administration Manuals 1992-1994 and reflect the direction of *Our Way Ahead*.²

The manual series being developed includes the following manuals:

Operating Regulations (v1 12/04)

- 1.0 Honours and Awards (Issued June 2002)
- 2.0 Human Resources (Issued January 2001)
- 3.0 Insurance (Issued August 2001)
- 4.0 Collateral Materials (Ongoing updates)
- 5.0 Training Operations (In revision stage)
- 6.0 Community Services series of manuals (Pending)
- 7.0 Pricing and Product (Pending)
- 8.0 SJA Unity System User Guide (Issued Fall 2003)

² Ref. *Our Way Ahead* – Strategic Direction - Highlights



1.0 Operating Regulations Manual: (v1 12/04)

Our Way Ahead, approved by Council for Ontario, provides an organizational structure. Administrative Centres and Branches are required to conduct their financial affairs in a business-like manner, submitting Business Plans and Budgets to Council for Ontario for approval. These plans must ensure compliance with National policies, Council by-laws, legislation regulations and related policies and procedures that govern volunteer management, financial management, fund development, and database management.

CONTENT:

Tab titles have sub-titles not listed here.³

- Legal Authority
- *Our Way Ahead*
- Screening
- Board Structure
- Committee Structure
- Staff Structure
- Financial Management
- Annual Events
- National Database
- Volunteer Descriptions
- Committee Descriptions
- Staff Job Descriptions
- Annex:
 - Forms
 - Resource Documents
 - Publications

³ Ref. Manual Table of Contents



2.0 Honours and Awards Manual (June 2002)

The St. John Honours & Awards program is an excellent means of expressing appreciation to community organizations that provide assistance or support to St. John; of recognizing the dedication and commitment of fellow volunteers; and acknowledging humanitarian deeds and actions.

Branches will continue to send recommendations to the Provincial office in accordance with those policies and procedures outlined in the Honours and Awards manual.

CONTENT

Tab titles have sub-titles not listed here.⁴

- General
- The Order
- Lifesaving
- Council
- Community Services
- National
- Forms

⁴ Ref. Honours and Awards Manual Index



3.0 Humans Resources (Staff) Manual (Jan 2001)

People are our most valuable resource. Staff is part of this resource base and work with volunteer resources.

- Council, Administrative Centres, and Branch staff operations must comply with the policies and procedures outlined in the Human Resources Manual and Employee Handbook.
- The Human Resources polices also contain reference to the “Code of Conduct”, Respect in the Organization and Police Record Check process that applies to volunteer management as well.

CONTENT

Tab titles have sub-titles not listed here.⁵

- Objectives of Human Resources Policy
- Organizational Structure
- Employment Policies
- Creating or Filling a Job
- Orientation of Employees
- Hours of Work and Attendance
- Compensation
- Conducting Performance Appraisals
- Employee Benefits
- Retirement and the Pension Plan
- Leave of Absences
- Employee Recognition
- Expenses and Reimbursements
- Employee Development
- Termination of Employment
- Human Resources Sample Forms

⁵ Ref. Human Resources Manual Index



4.0 Insurance Manual (August 2001)

National office signed the insurance program through a broker Aon Reed Stenhouse Inc. (AON). This program is Canada-wide. The AON insurance program is coordinated through the St. John Ambulance National Office on behalf of Council and Branches in Ontario.

- General liability, errors and omissions liability and directors' and officers' liability insurance have been secured. This insurance covers all Branch Board members as well as Council Board.
- The Insurance binder provides information and answers to frequently asked questions relating to our overall program.

This manual⁶ was prepared by AON in 2001 and will be updated periodically.

NOTE: In 2003 all SJA volunteers were covered under the new "infectious disease: benefits" as part of this policy.

CONTENT

Tab titles have sub-titles not listed here⁷.

- Liability Insurance Policy Details
- Liability Insurance Overview

⁶ Ref. Publications – Group Accident Program Brochure (and intranet "Insurance Information")

⁷ Ref. Insurance Manual



5.0 Collateral Catalogue (Ongoing updates as new material designed)

Collateral materials developed in Ontario and the National collateral materials are available to Council, Administrative Centers, and Branches to support marketing initiatives.

Council and Branch budgets annually include expenses to support the purchase of collateral material from this catalogue.

CONTENT

Tab titles have sub-titles not listed here.

- Commercial Products
- Residential Training
- Residential Products
- Community Services
- Other



6.0 Training Operations Manual (Source TOPs Manual is in revision stage- course specific manuals are approved.)

In this series there is:

- An overall Training Operations Procedures Manual that is being revised to integrate Operation and Administration related policies and procedures; and
- A series of course specific manuals containing course description, related information and in some case marketing tips.

Training Operation Procedures Manual

Tab titles have sub-titles not listed here.

CONTENT

- Course Development Policy and Procedure
- Overview of Instructor, First Aid, CPR and Health and Safety Courses.(Ref. Course Specific binders)
- Overview of In-plant policies
- Independent Contractor policies
- Instructor and Instructor Trainers recruiting, assessment and monitoring procedures
- Instructor Policy
- Ref. Unity User Manual for Course Administration
- Ref: Pricing and Product Manual for Course Fees

Training Sub-series Manuals:

Manuals each have tab titles and sub-titles not listed here.

1. Children's Restraint System
2. First Aid on the Farm
3. Marine First Aid Supplement
4. Sports First Aid
5. Medical First Responder
6. WHMIS

NOTE:

Course specific manual contents vary in accordance with manual focus.

Tab titles have sub-titles not listed here.



7.0 Community Services Series of Manuals

St. John Canada Instructions (now under revision) provide community services directives.

The Provincial Commissioner's Directives, contained in the original draft of this Manual are to be retained until they are incorporated into this series of manuals.

St. John Canada Instructions-Volunteers (Under national revision)
Tab titles have sub-titles not listed here⁸.

Sub-series

1. Brigade Members Handbook
2. BTS Level One Standards Guide
3. BTS Level Two Standards Guide
4. Camp Leadership Manual
5. Community Services Forms Manual
6. Provincial Disaster Response Plan
7. Leadership Manual
8. Council Branch /Brigade Operations Manual
9. Knowledge of Order Instructor & Student Manual
10. Proficiency Subject Manual
11. Provincial Commissioners Directives⁹
12. Therapy Dog Program Manual
13. Therapy Dog Program Facilitators Guide
14. Youth Leaders Manual
15. Youth Leaders Instructor Guide
16. Youth Record Book

NOTE: Each Manual's contents vary in accordance with manual focus.

⁸ Ref. Each Manual had its own index (table of contents)

⁹ Ref. Brochures - Publications



8.0 Product and Pricing Manual (Under development)

Product ordering, pricing incorporate national and provincial policies.

CONTENT

To be developed

- Pricing List
- Product List
- National Accounts and Related Pricing



9.0 SJA Unity System User Guide (Fall 2003)

This is a user's guide for licensed operators of the national database system.

SJA Unity System User Guide

CONTENT

Tab titles have sub-titles not listed here¹⁰.

- Navigation
- Records
- Accounts
- Contacts
- Registrations
- Events
- Courses & Classes
- Locations
- Products
- Pricing
- Orders & Invoices
- Honours & Awards
- Appendices

¹⁰ Ref. Unity User Guide Index



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Legal Authority: Mission

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Mission

The mission of St. John Ambulance is to enable Canadians to improve their health, safety, and quality of life, by providing training and community service.

Legal Authority

There is one corporation in Ontario for St. John called “The St. John Council for Ontario”¹¹. It is solely and legally responsible for all actions of St. John Branches and Community Services Units within Ontario.

The Board of Directors’ Executive Committee of Council for Ontario is legally responsible for the corporation. It delegates to Branches certain levels of authority as defined by bylaw. This manual contains policies approved by Council Board.

Because Council for Ontario is financially and legally responsible for the actions of Administrative Centres, Branches, and Community Services Units, pre-authorization for certain activities is required. This requirement assists with the negotiation of any contract related to property.¹² Any person representing an Administrative Centre, Branch, or Community Services Unit, volunteer or staff member, who contravenes this requirement, will be held personally responsible.

Confidentiality¹³

The Board of Directors of St. John Council for Ontario recognizes that by the nature of its services there is a special obligation to preserve the confidentiality of clients, members, Board activities, and staff. In every case, the Board expects its members, committee members, staff, and others who form part of St. John Ambulance in Ontario to uphold and maintain confidentiality related to Council business.

¹¹ Previously recorded as “The Ontario Council of the Order of St. John”.

¹² Ref. Financial Management St. John Lands and Buildings

¹³ Ref. Legal Authority Confidentiality; Human Resources Manual (Code of Conduct)



<i>Legal Authority: Corporate Graphic Design – Overview</i>		
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The objective of a corporate design program is to establish the identity of an organization. Its implementation will increase the level of public awareness of an organization by presenting a visually unified, clear image and will also ensure that trademarks are protected.

All staff, members of the Order, and St. John volunteers are eligible for an Intranet password and a user ID. To obtain an Intranet password and user ID contact the Provincial Office, IT Supervisor.

Once this information is obtained, the user can access St. John Ambulance Intranet site by going to <http://intranet.sja.ca>

The following corporate graphic design information can be accessed through the St. John Ambulance intranet site:

1.0 Quick Reference Guide to Using the St. John Ambulance Trademarks

The purpose of this publication is to help ensure consistent use of the graphic elements of the St. John Ambulance corporate identity. Digital artwork of the St. John Ambulance logo¹⁴ may be obtained in PC and /or Mac format from the marketing and communications office at Provincial Office or from the SJA intranet site.

2.0 Requests for Permission to Use Trademark¹⁵

This form must be completed and submitted to the Provincial Office for forwarding to National Office for permission to use the trademark on any materials developed by Council and/or Branch.

3.0 Requests for Permission to Use Copyright Materials¹⁶

This form must be completed and submitted to the Provincial Office for forwarding to National Office for permission to use copyright materials in any publications developed by Council and/or Branch.

4.0 St. John Ambulance Communications Manual – Your Guide to Public Awareness

This publication includes Media Relations, Public Relations & Crisis Communications, Advertising, and Special Event sample materials.

¹⁴ Ref. Legal Authority Corporate Graphic Logo

¹⁵ Ref. Forms

¹⁶ Ref. Forms



<i>Legal Authority: Corporate Graphic Design – Logo</i>		
		OR 01 – L3
1 December 2004		Page 1 of 1

The objective of a corporate design program is to establish the identity of an organization. Its implementation will increase the level of public awareness of an organization by presenting a visually unified, clear image and will also ensure that trademarks are protected.

The Logo¹⁷

In Canada, the St. John logo (Corporate signature) is comprised of four (4) components.

The Cross ((White)

The Cross of the Order of St. John is a symbol of community service and caring around the world.

The Roundel (Black)

The Cross of the Order of St. John is set inside a solid circle called the “roundel”.

The Maple Leaf (Red)

St. John Ambulance in Canada incorporates our country’s symbol; the maple leaf, as part of its logo.

The Name (Black or White)

The St. John Ambulance or Ambulance Saint-Jean name generally appears centered below or to the right of the symbol described above. In certain cases, the symbol may appear without the name or vice-versa. The font used for the word mark, St. John Ambulance, is Palatino bold.

Colour Specifications

The St. John Ambulance corporate colours are red and black. The “St. John red” is Pantone (PMS) 485 (red) (100% process yellow and 100% process magenta). The black key-line must be used in all applications.

Protection of the trademark rights hinge on there being one owner of the trademark- with approval request being submitted to National Office.¹⁸ Each trademark must be represented as an individual piece of property. No trademark should be changed. “TM” must appear in each use.

¹⁷ Ref. Legal Authority Corporate Graphic Design - Overview

¹⁸ Ref. Legal Authority Corporate Graphic Design – Overview, Forms; Publications



Legal Authority: Charitable Registration Number

		OR 01 – L4
1 December 2004		Page 1 of 1

St. John Ambulance is registered as a Charitable Organization and has a unique assigned charitable registration number (108022237 RR0001) that is to be used on all official documents in accordance with Canada Revenue Agency (CRA) regulations.

Council and Branches are required to use this one unique number for all official documents including:

- Grant requests submissions such as those to the Ontario Trillium Foundation.
- Receipting of income tax donations¹⁹

Provincial Office is accountable for submission of the Registered Charity Information Return to Canada Revenue Agency on behalf of Council and Branches.

¹⁹ Ref. Legal Authority Charitable Registration Number - Tax Receipting Guidelines



<i>Legal Authority: Charitable Registration Number – Tax Receipting Guidelines</i>		
		OR 01 – L5
1 December 2004		Page 1 of 2

The issue of an official donation receipt is a critical component to maintaining the St. John Ambulance charitable status with CRA (Canada Revenue Agency – formerly Revenue Canada.) *Gifts and Income Tax pamphlet* can be obtained from CRA.

Tax Receipting Guidelines can be accessed on the St. John Ambulance intranet site

<http://intranet.sja.ca>

Information is also available on the CRA web:

<http://www.cra-arc.gc.ca/tax/charities/policy/policy-e.html>

Council and Branches are authorized to use the St. John Ambulance charitable registration number for income tax purposes using only the income tax receipts that comply with CRA tax receipt specifications. Charitable tax receipts²⁰ to be used are available upon request to Provincial Accounting Department and/or through the national database software program for specific donations related to Community Services events.

Annually, Branches are required to submit to Provincial Office Accounting Department a copy of each tax receipt²¹ issued in response to donations received. The Branch Manager at the Branch designated the Administrative Centre is accountable for the management of the donation receipting process within the Administrative Centre cluster.

The National Tax Receipting Guidelines (<http://intranet.sja.ca>) state that “according to CRA regulations, a gift becomes a charitable donation if it meets three qualifying characteristics:”

- a) It must be voluntary. The gift must be made voluntarily. So the practice of cheque swapping for services rendered is truly only a donation if the gift is made completely voluntarily.
- b) It must be property. Consequently, gifts of service are NOT eligible for charitable income tax receipts.
- c) The transfer is made without expectation of return. The gift must not accrue any benefit to the donor or anyone designated by the donor.

²⁰ Ref. Forms

²¹ Ref. Legal Authority Charitable Registration Number



Legal Authority: Charitable Registration Number – Tax Receipting Guidelines		
		OR 01 – L5
1 December 2004		Page 2 of 2

Thus, a donor may not direct a gift to a specified person or family member. However, a gift designated to a particular program or project is acceptable, provided the donor and anyone dealing at arm's length with the donor does not benefit from the gift. The decision on the use of the gift within the program must rest with the charity.

Gifts of property. Where the donation is a gift of property, other than cash, the fair market value of the property at the time the gift was made, as well as the date of the gift, a description of the property, and the name and address of the appraiser (if any) of the property is required.

Gifts through bequests. Regulations require that the date the gift was received must be recorded on the income tax receipt. However, for the purpose of the valuation, gifts made through a will are deemed to have been made immediately before the donor died. Although the receipt should reflect the date the gift was received, the value of the receipt should be for the value of the gift at the date of the donor's death.

Letters of acknowledgement on behalf of the Branch Chair / Chair of Council, as appropriate, should be sent with the tax receipt to the donor in a timely manner.

Tax receipts should be sent out as the donation is received. If this is not possible, a letter of acknowledgement should be sent immediately and should indicate when the receipts will be prepared and distributed.



Legal Authority: Privacy Legislation²²

		OR 01 – L6
1 December 2004		Page 1 of 2

New federal privacy legislation, Personal Information Protection and Electronics Documents Act (PIPEDA) was effective 1 January 2004. Organizations collecting, using, or disclosing personal information in the course of commercial activity within a province or between provinces are required to comply with the privacy legislation.

Personal information includes any factual or subjective information, recorded or not, about an identified individual. This includes information in any form, such as:

- Age, ID numbers, income, ethnic origin, medical records, purchasing and spending habits, marital status, family status, religion, education, home address and telephone number.
- Opinions, evaluations, comments, or disciplinary actions.
- Employee files, credit records, loan records, medical records, existence of a dispute between a consumer and a merchant, intentions (for example, to acquire goods or services, or change jobs).

Personal information does not include the name, title, business address or telephone number of an employee of an organization nor an individual’s collection, use or disclosure of personal information strictly for personal use such as a greeting card list.

Privacy Legislation’s 10 Principles

- **Accountability**

St. John Ambulance is responsible for the protection of all personal information under its control.

- **Identifying Purposes**

St. John Ambulance must document why it is collecting the information before it is collected and advise an individual of new and/or additional purpose for collecting personal information and seek consent, unless otherwise required or permitted by law.

- **Consent**

The individual must consent to the collection, use, or disclosure of the information except where required or permitted by applicable law.

- **Limiting Collection**

The information collected on the individual must be limited to information for the purpose identified by St. John Ambulance.

- **Limiting Use, Disclosure, and Retention**

Personal information can only be used or disclosed for the purpose for which it was collected unless the individual has consented or as required or permitted by law.

²² The Privacy Policy Toolkit is available from the Council Privacy Officer



Legal Authority: Privacy Legislation		
		OR 01 – L6
1 December 2004		Page 2 of 2

- Accuracy

Personal information must be maintained as accurate and complete as is necessary for the purpose for which it was to be used.

- Safeguards

St. John Ambulance must protect personal information against loss, theft and safeguard information from unauthorized access by implementing security safeguards appropriate to the sensitivity of the information regardless of the format in which it is held.

- Openness

St. John Ambulance has an obligation to make public its personal information protection policies and practices.

- Individual Access

St. John Ambulance has an obligation to grant an individual access to the personal information that has been collected about them.

- Challenging Compliance

Individuals may direct questions and inquiries with respect to the 10 principles outlined above or about our practices by contacting the Council Privacy Officer or the Privacy Officer at National Office of St. John Ambulance. (privacyofficer@sja.ca or call 613-236-7461).

You have a choice when it concerns your personal information. To confirm or change any of your preferences relating to your personal information, you should contact the local Branch office.



Our Way Ahead: Strategic Direction – Highlights

		OR 02 – OWA1
1 December 2004		Page 1 of 2

Our Way Ahead, is an initiative approved by Council for Ontario Board on 21 November 2002

Plan goals:

- Strengthen our organizational structure by providing for a better alignment and alliances with community health and safety programme delivery partners such as the District Health Councils.
- Provide necessary administrative support locally by centralizing functions through local Administrative Centres to Supported Branches.²³
- Improve communications of policies and procedures and to better define the Council and Committee²⁴ roles as well as the roles of Branches designated as Administrative Centres and their supported Branch responsibilities.

Key guidelines:

- All monies raised by a branch’s fundraising efforts will be dedicated for spending in that particular community.
- The net revenues raised from training and product sales in a branch will be tracked and distributed in that community to provide for ongoing support of those branch activities.
- All Community Services Units will be affiliated with a branch.
- The financial efficiencies achieved from these strategies will be shared equitably.
- The Branch Board of the Branch designated an Administrative Centre will be assigned administrative responsibilities to provide administrative support to the branches in the administrative cluster.

²³ Ref. Structure Description: Committee Descriptions

²⁴ Ref. Committee Descriptions



Our Way Ahead: Organization Structure Overview

		OR 02 – OWA2
1 December 2004		Page 1 of 2

The organizational structure *Our Way Ahead* is based on the premise that we are one entity represented, provincially, by Council for Ontario’s Board and locally by the Branch Board:

- Council for Ontario: Council’s Board and volunteer standing committees are supported by provincial office staff²⁵ led by the Chief Executive Officer. The Council Board will focus on setting strategic direction and operating policies for the province in consultation with Branches and Community Services Units.
- Administrative Centres²⁶: The Branch Board of the Branch designated an Administrative Centre and volunteer standing committees have a dual responsibility to its branch and any assigned, supported branches. Supported by the Branch Manager and staff, these Branch Boards are accountable for the full administrative support to its Branch, and any supported branches. The Branch Board of the Branch designated an Administrative Centre will develop the strategic direction for the administrative cluster of branches, working, closely, with the supported Branch Boards.
- Supported Branches²⁷: Supported by a local board with administrative support from the Branch designated an Administrative Centre, the Board and its affiliated Community Services Units are the local face of St. John in the community. Community Services Units deliver services on behalf of the branch. Branch staff, reporting to the Manager at the Branch designated an Administrative Centre, support the delivery of training, community services, and community relations. Administration support is provided as approved in the annual Business Plan and Budget submitted by the Administrative Centre to Council.
- Community Services Units. All Community Services Units (patient care, youth, therapy dogs, campus response teams, search and rescue, and car seat safety) are affiliated with a branch. The superintendents/coordinators/directors report though their Branch Boards and Administrative Centres to Council for Ontario, utilizing the Regional Community Services Coordinator as a liaison resource, when necessary.

²⁵ Ref. Staff Job Descriptions

²⁶ Ref. Descriptions Officer Branch of the Administrative Centre

²⁷ Ref. Descriptions Officers Branch



Our Way Ahead: Organization Structure Overview

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Regional Community Services Coordinator (RCSC)²⁸

- In November 2003, the Council for Ontario Board approved the establishment of a volunteer position called the Regional Community Services Coordinator (RCSC), a position which will have an appointment to the Branch Board of the Branch designated as an Administrative Centre (non-voting) as an advisor to that Board and the supported Branch Chairs on a variety of volunteer and community services issues.

²⁸ Individual Volunteers, RCSC Description



Our Way Ahead: Administrative Centre²⁹

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Administrative Centres³⁰ will be responsible to Council for the delivery of training and community services programs approved by Council³¹. Centres will:

- a) Define the direction of the administrative cluster (its branch and its supported branches) consistent with the Council for Ontario policies, standards, regulations, and guidelines.³² (Strategic Planning)
- b) Develop objectives, measurable goals, and service plans to achieve the stated strategies in the business plan, ensuring that all branches endorse the documents being sent to Council for Ontario for approval. (Business Plan and Budget Development)
- c) Administratively support the branches for which it is responsible for the production of timely, monthly accounting and reporting for each branch. (Financial Accountability)
- d) Provide appropriate level of administrative support, including liaison with the Regional Community Services Coordinator to the training programs and Community Services Units of all Branches within the administrative cluster. (Human Resources Management and Financial Management)
- e) Ensure that Community Services Units have the necessary equipment and supplies to conduct their service strategies. (Capital Planning)
- f) Ensure funds are raised and used in compliance with Council policies and procedures. (Financial Management)
- g) Segregate locally raised funds, including United Way, Billes, training and sales for use by the respective Branch and its Community Services Unit(s). (Financial Management)
- h) Represent St. John effectively in the community. (Community Relations)
- i) Account to Council quarterly for the overall operating and financial performance of the Centre and its supported Branches and Community Services Units. (Council Reporting)
- j) Provide funding and support to Council and through Council to Priory as agreed upon (Memorandum of Understanding). (Council Reporting)
- k) Keep Council advised of issues and/or events that fall within the Centre’s responsibility. (Council Reporting)
- l) Provide suggestions, recommendations, and advice to Council.

²⁹ Ref. *Our Way Ahead* Organization Structure Overview

³⁰ Ref. Descriptions Branch of Administrative Centre Office, Committee

³¹ Council approval is based on the Branch Board of the Administrative Centre submission of the Business Plan and Budget.

³² Ref. Foreword; Legal Authority Mission



<i>Our Way Ahead:</i> Administrative Centre		
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The Branch Board³³ of the branch designated as the Administrative Centre is assigned the responsibility for:

- a) Ensuring that the objectives and purposes of the Order are carried out.
- b) Ensuring that the objectives, policies, and strategic plans of Council, the Centre and its supported Branches and Community Services Units are put into action in an effective, efficient, and economic manner.
- c) Endorsing the business planning and budgeting process to ensure the development of approved programs and their financial support.
- d) Formulating financial procedures that will monitor business plans, budgets and revenues and expenditures during the year.
- e) Accounting to Council and the supported branches and communities they serve, its stewardship in regard to the management and administration of funds and services.
- f) Work with Council, as appropriate on joint projects to enhance and strengthen the work of St. John Ambulance in its community, the Province and Canada.

NOTE: The Branch Board at the branch designated an Administrative Centre is accountable to Council for ensuring that all branches have a membership process in place that documents members in good standing, supports the branch annual general meeting (AGM), and the election of a branch board. Included in this is the responsibility to ensure that all volunteers are appropriately screened, and all Board Members are ratified annually.

NOTE: A Branch designated an Administrative Centre is not liable for any supported Branch debt; but is accountable for the supported Branch’s financial management. Where debt issues arise, the Administrative Centre Management Team must advise the Provincial Management Team³⁴ immediately.

³³ Ref. Descriptions Boards

³⁴ Administrative Centre Management Team – Provincial Management Team Overview



<i>Our Way Ahead: Supported Branches</i> ³⁵		
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Supported Branch Boards³⁶ will continue and will be responsible for:

- Honours and Awards (direct report to Council)
- Community Services, which may include local fund raising initiatives in support of Community Services (such as United Way, Trillium amongst other); and,
- Membership for recruitment and nominations in preparation for the Branch Annual General Meeting.
- Community Relations, local partnerships.

The Supported Branch Boards will be responsible for appointing Committees³⁷ with Community Services representation. Recommended Committees are:

- Honours and Awards
- Community Services
- Membership
- Community Relations

³⁵ Ref. *Our Way Ahead* Organization Structure Overview

³⁶ Ref. Descriptions Boards

³⁷ Ref. Descriptions Support Branch Committees



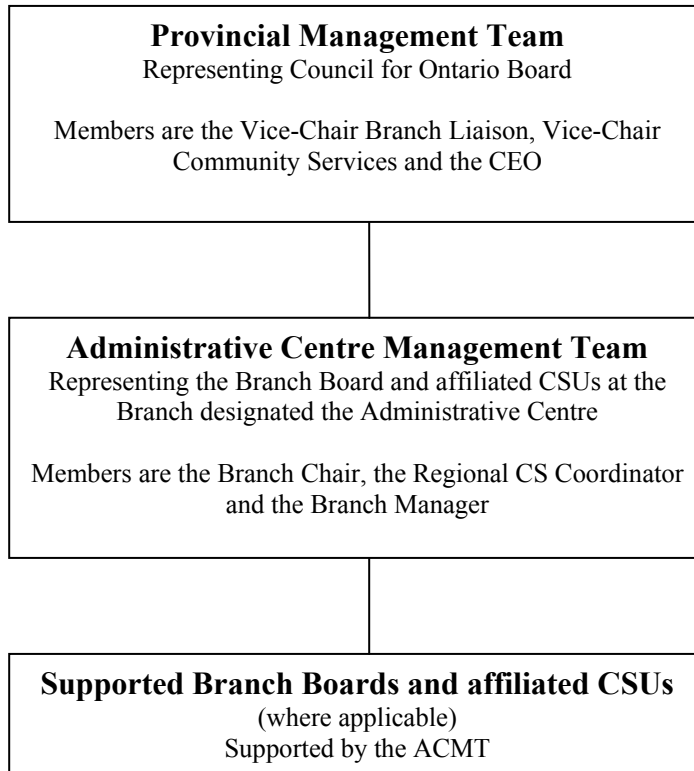
Our Way Ahead: Management Reporting

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Provincial Office is the staff members who are accountable for the implementation of the annual Board approved provincial office business plan and budget.

While the Chief Executive Officer has oversight over all staff, the Branch Manager at the Branch designated an Administrative Centre is responsible to that Branch’s Board. All other staff at that branch and the supported branches report to the Branch Manager at the Branch designated the Administrative Centre.³⁸

**St. John Council for Ontario
Management Reporting Structure**



³⁸ Ref. Staff Structure



Our Way Ahead: Administrative Centre Management Team – Provincial Management Team Structure³⁹ Overview

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The Administrative Centre Management Team (ACMT)/Provincial Management Team (PMT)⁴⁰ structure was developed to assist branches through leadership and coordination.

Each Administrative Centre has an ACMT comprised of the Chair of the Branch designated the Administrative Centre, the appointed Regional Community Services Coordinator (RCSC) and the Manager of the Branch designated the Administrative Centre. As the only elected member of the ACMT, the Chair is the Team Leader.

The function of the ACMT is to coordinate branch activity within the cluster and assist supported branches by providing local leadership and coordinating resources to volunteers and staff. The expected outcome of this is:

- Support the Branch(es) enabling them to:
 - ✓ Achieve deadlines related to the annual Branch development and ongoing implementation of approved Business Plans and budgets.
 - ✓ Comply with the policies, procedures and guidelines established by Council for Ontario Board of Directors
 - ✓ Problem-solve to facilitating solutions
 - ✓ Develop and implement effective grant programs that result in agency funding.
 - ✓ Make the Provincial Management Team and Branch Board aware of achievements, challenges, and related recommendations.
 - ✓ Effectively and timely communicate between all stakeholders, including Council and Branches.

The Provincial Management Team is comprised of the Vice-Chair Branch Liaison⁴¹, as Team Leader; the Vice-Chair Community Services; and, the Chief Executive Officer. The PMT is the link between the ACMT and St. John Council for Ontario Board of Directors.

³⁹ Ref. *Our Way Ahead* Organization Structure Overview.

⁴⁰ Ref. *Our Way Ahead* Provincial Management Team Structure; Descriptions Volunteer Individual

⁴¹ Ref. *Our Way Ahead* Board of Directors Descriptions Officers Council



Our Way Ahead: Administrative Centre Management Team – Provincial Management Team Structure⁴² Overview

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The expected outcome of the Provincial Management Team role includes:

- ✓ Issue resolution at the request of an ACMT.
- ✓ Ensuring each ACMT effectively performs its role and achieves expected outcomes.
- ✓ Recommendations to the Council Board, as required (i.e. Operation Reviews).

The expected outcome of the Administrative Centre Management Team role includes:

- ✓ Issue resolution at the request of a Branch Chair.
- ✓ Ensuring each Branch effectively performs its role and achieves expected outcomes.
- ✓ Recommendations to the PMT, as required.

Provincial office staff support is the Manager Branch Liaison (Vice-Chair Branch Liaison) and Manager Community Services (Vice-Chair Community Services).

⁴² Ref. *Our Way Ahead* Organization Structure Overview.



Our Way Ahead: Administrative Centre Management Team Structure

		OR 02 – OWA7
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Administrative Centre Management Team Appointment

Chairs of the Branches designated an Administrative Centres are elected at the Annual General Meeting for that Branch (see OR 02 – OWA20 and 23).
Regional Community Services Coordinator positions are posted by the Chair of the Branch designated an Administrative Centre.
Candidates complete the Application and Ratification form and submit it to the Manager Branch Liaison or Manager Community Services respectively.
Volunteer screening ⁴³ process is applicable to each position and candidate must successfully complete screening.
Candidates may be interviewed by the Provincial Management Team.
Appointment to the position of Regional Community Services Coordinator approval notice sent under the signature of the Branch Chair of the Branch designated an Administrative Centre.
Term of office for the Team Leader – one year (maximum of three terms).
Term of office for RCSC – two years with an option for a second term, based on performance.

Budget Allocation

Travel, accommodation and out of pocket expenses for the Administrative Centre Management Team are subject to the budget submitted by the Administrative Centre and available funding.	Annual Business Plan and Budget
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⁴³ Ref. Volunteer Screening



<i>Our Way Ahead: Provincial Management Team Structure</i> ⁴⁴		
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Provincial Management Team Assignment and Membership
Vice-Chair Branch Liaison, Team Leader
Vice-Chair Community Services
Chief Executive Officer (CEO)

Provincial Management Team Appointment
Positions of Vice-Chair Branch Liaison and Vice-Chair Community Services are elected positions on the Council for Ontario Board of Directors.
Volunteer screening ⁴⁵ process is applicable to each position and candidate must successfully complete screening.
Candidates may be interviewed by the Provincial Nominating Committee ⁴⁶ .
Provincial Nominating Committee submits names included in Council Board election slate for election and the Annual Meeting ⁴⁷ , Council for Ontario.
Volunteer term of office is two years for both the Vice-Chair Branch Liaison and the Vice-Chair Community Services.

Budget Allocation	
Travel, accommodation and out of pocket expenses for the Provincial Management Team are subject to a budget established by St. John Council for Ontario and available funding.	Annual Business Plan and Budget

⁴⁴ Ref. *Our Way Ahead* Organization Structure Overview

⁴⁵ Ref. *Our Way Ahead* Governance Volunteer Screening

⁴⁶ Ref. Descriptions Council Committees

⁴⁷ Ref. Annual Events, Annual General Meeting



Our Way Ahead: Regional Community Services Coordinator⁴⁸

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Our Way Ahead provided for the creation of a Regional Community Services Coordinator (RCSC)⁴⁹ position. This individual provides the required liaison between the Community Services Units and the supported branches with the branch designated an Administrative Centre. To ensure an equalized workload, RCSCs are responsible for a similar number of Community Services Units and may have responsibility to more than one Administrative Centre.

This person will be a non-voting member of the Board of the Branch designated an Administrative Centre. This person will be ratified by that Board at the first meeting after the Supported Branches have all completed their Annual General Meetings. As an appointee to a Branch Board, the RCSC is ineligible for standing for any Branch Board election at an AGM, while holding the appointment.

This is a “crown-two star” volunteer position appointed for two years, with renewal options based on a performance review.

The position will be posted and any previous or current board member or Community Services member in good standing may apply. The candidates will then be required to process through Volunteer Screening coordinated by the Branch Board of the Branch designated as the Administrative Centre(s) with staff support from the Manager, Community Services, Provincial Office, and Board support through the Vice-Chair Branch Liaison and Vice-Chair Community Services. The selected candidate will be the primary person to coordinate the support and resources necessary for the local Branch operations to deliver Community Services based on the needs of the community.

A Provincial Mentor may be assigned to this person for up to six months.

Travel costs for the Regional Community Services Coordinator and approved, associated volunteers are to be included into the consolidated Administrative Centre Business Plan and Budget and any allocated costs should be reflected in the respective branch budgets.

Communication is the key to the success of this position. The successful candidate must have time available to communicate with the Community Services Units and Branches of the Administrative Centre on a regular basis. Community Services Units and Branches of the Administrative Centre must be prepared to share financial statements and other related reports with the Regional Community Services Coordinator.

⁴⁸ Ref. *Our Way Ahead* Organization Structure Overview

⁴⁹ Ref. Descriptions Individual Volunteers



Our Way Ahead: Branch Status– Forming a Branch, Changing Responsibilities, Changing Branch Boundaries, Closing a Branch

		OR 02 – OWA10
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Our Way Ahead objectives include the opportunity to form a new branch and/or for a branch to change its responsibilities or boundaries.

Currently there is only one branch status; however, a branch may be assigned Administrative Centre responsibilities. Branches aligned with an Administrative Centre cluster are called Supported Branches⁵⁰.

A St. John Council for Ontario Branch is, as a general rule, designated by the name of the municipality in which it is situated⁵¹.

A branch derives its authority⁵² from Council for Ontario. It is accountable to the Board of Directors, Council for Ontario and must satisfy Council for Ontario that it is organized and operated in accordance to Council for Ontario by-laws, policies, procedures, and standards.

The branch boundaries are the decision of Council for Ontario.

Forming a Branch

Procedure:

Potential founding members contact the Administrative Centre Management Team / Branch Manager, who will contact the Provincial Management Team to advise them of the intent to form a branch, identifying actions taken to date.

⁵⁰ Ref. *Our Way Ahead* Organization Structure Overview

⁵¹ Ref. *Our Way Ahead* Branch Name Change

⁵² Ref. Legal Authority Mission



Our Way Ahead: Branch Status– Forming a Branch, Changing Responsibilities, Changing Branch Boundaries, Closing a Branch

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At a meeting with potential founders for the new branch, the Administrative Centre Management Team / Branch Manager with support from the Provincial Management Team will:

- Provide *Case for Support*⁵³ documents required for branch formation working in consultation with the Administrative Centre.
- Obtain agreement on future initiatives, timelines, and persons accountable

When the founders/or current Branch Board have presented the required documents to the Administrative Centre Management Team, the Provincial Management Team will present recommendations and supporting documents to the Executive Committee for recommendation to Board of Directors, Council for Ontario.

A branch becomes an official branch when the St. John Council for Ontario Board approves the recommendation.

Note: National office will be required to update national database to include new branch.

Changing Branch Responsibilities

The same procedure is followed as outlined for forming a branch, with St. John Council for Ontario Board of Directors giving final approval. Provincial Office must advise National of the intended change to ensure that the national data⁵⁴ base system can be updated with the proposed change.

There are only three potential changes:

- 1) Supported branch changed to a branch with an Administrative Center designation; or,
- 2) The change in a branch designated as an Administrative Centre to that of a Supported Branch.
- 3) Closing a branch.

Changing Branch Boundaries

The same procedure is followed as outlined for forming a branch with approval at the Provincial level. Provincial Office must advise National of the intended change to ensure that the national data⁵⁵ base system can be updated with the proposed change.

NOTE: As all Community Services Units are affiliated with a branch, any proposal to create a Unit, change a Unit’s status, or boundaries must be processed through the Branch in compliance with the above procedures.

⁵³ Ref. *Our Way Ahead* Branch Case for Support

⁵⁴ Ref. - National Database

⁵⁵ Ref. - National Database



<i>Our Way Ahead: Branch Name – Changing a Branch Name</i>		
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A St. John Ambulance Branch is, as a general rule, designated by the name of the municipality in which it is situated⁵⁶; however for greater client services (marketing) awareness the Branch name may be that other than the name of the branch municipality.

The branch name is the decision of Council for Ontario.

Procedure:

The Administrative Centre Management Team will contact the Provincial Management Team to advise them of the intent to change the name of the branch.

The Administrative Centre Management Team will:

- Prepare the written name change request with *Case for Support*⁵⁷ documents. Case for name change must indicate that all stakeholders of the Branch support the name change. It must also indicate the reason for the change and expected outcome.
- Forward endorsed documents to the Provincial Management Team, who will pass a recommendation through the Executive Committee to the Board of Directors, Council for Ontario for approval.
- Council for Ontario will advise National Office of any name change, as any name change must be reflected in the national database structure.
- Notice of approval will be sent by Council for Ontario Chair, to the Administrative Centre Management Team. The Team Lead will advise the appropriate Branch.

NOTE: As all Community Services Units are affiliated with a branch, any proposal to change the name of a Community Services Unit must be processed through the Branch in compliance with the above procedures.

⁵⁶ Ref. *Our Way Ahead* Branch Status

⁵⁷ Ref. *Our Way Ahead* Branch *Case for Support*



Our Way Ahead: Branch Change – Case for Support (to change)

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When recommendations to create a new branch, change branch responsibilities, change branch name or boundaries, is proposed, the following *Case for Support* must be included with any change proposal.

SITUATION	CASE FOR SUPPORT
New Branch	<p><i>Case for Support</i> must identify:</p> <p>Letter from the Administrative Centre Management Team confirming that all founding members have successfully completed the Volunteer Screening⁵⁸ process.</p> <p>Explanation as to why a branch is being recommended, proposed timelines, services to be delivered and expected community benefits (outcomes).</p> <p>Explanation of the level of Administrative Centre support.</p> <p>Endorsement from the Provincial Management Team.</p> <p>Draft budget for the first two years of operation.</p> <p>Explanation of proposed site/ location for the branch.</p>
Name Change	<p><i>Case for Support</i> must identify:</p> <p>Explanation as to why the name change is being proposed, timelines, expected community benefits (outcomes)</p> <p>Endorsement from the Branch Board (Motion as recorded in Branch Minutes as this includes Community Services support), and the Administrative Centre Management Team</p> <p>Revised Branch budget that includes cost to implement name change (new letterhead, promotional material, uniforms, vehicle delineation and etc.)</p>
Branch Boundaries	<p><i>Case for Support</i> must identify:</p> <p>Proposed boundaries and current boundaries.</p> <p>Explanation as to why a branch boundary change is being recommended, proposed timelines, expected branch and community benefits (outcomes).</p> <p>Endorsement from the Branch Board (Motion as recorded in Branch Minutes as this included Community Services support), Administrative Centre Management Team, and Provincial Management Team.</p> <p>Revised budget that indicates cost to change boundaries and revenue.</p>
Close a branch	<p><i>Case for Support</i> must identify:</p> <p>Rationale for closure</p> <p>Outline the efforts made to maintain branch operations</p>

⁵⁸ Ref. Volunteer Screening



Our Way Ahead Branch Operations Review

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If a branch appears to be unable to comply with St. John Council for Ontario operating regulations (policies and procedures) the Administrative Centre Management Team or Manager Branch Liaison through to the Provincial Management Team may recommend a Branch Operations Review. This recommendation must be in writing and include an outline of the problem and support initiatives taken prior to the submission of this recommendation.

Branches designated as Administrative Centres and Supported Branches may be subject to an Operations Review.

The purpose of the Operations Review is to identify Branch strengths and areas, which may not be in compliance, or are weak or encountering other issues that have not been resolved. As a result of the findings, recommend action to achieve required standards and policies of Council.

The content of the Operations Review will be determined by the Operations Review Team in consultation with the Provincial Management Team.

A full Operations Review will cover all aspects⁵⁹ of Branch Management including:

- Branch Organization
- Branch Administration
- Branch Financial Management
- Branch Planning
- Branch Budgeting
- Branch Training
- Honours and Awards
- Class Management
- Community Services Support
- Community Services Operations
- Staff Management

Once a decision has been made to conduct a Branch Operations Review the Vice-Chair Branch Liaison is to advise the Branch Board of the action to be taken and to identify the Operations Review Team and provincial office support staff. If this is a review of a Supported Branch, the Administrative Centre Management Team must also be notified.

⁵⁹ Ref. Resource Documents – Operation Review Interview Questionnaire



<i>Our Way Ahead:</i> Branch Operations Review		
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The Operations Review Team is appointed by the Provincial Management Team.

The team is required to:

- Interview Branch stakeholders. This may be all, only those in leadership position and ones selected at random representing each aspect of the organization.
- Make observations on site – regarding facility, equipment, supplies and etc.
- Test procedures in question.
- Confirm local documentation of policies and procedures.
- Submit written report to the Provincial Management Team with recommendations based on findings.

The final report with direction from the Provincial Management Team must shared by the Operation Review Team with the Administrative Centre Management Team to determine the most appropriate means to present findings and approved recommendations with the Branch Board.

Operations Review Procedure

Operations Review Team

If the Operations Review is deemed to be a review of all aspects of the Branch Operation the Operations Review Team will include members who have demonstrated branch governance and business operations experience, community services experience and who have served in senior positions within the Council for Ontario organization. Branch Managers may be invited to participate. In some situations, it may also be of benefit to have a member of the business or health services community as members.

Procedure:

Staff Support

The Operations Review Team will be assigned Provincial Office staff support by the CEO.

The provincial office staff support will provide the Operations Review Team with branch background information and copies of the appropriate Operations Review pages from the Operating Regulations Manual and Operations Review Interview Questionnaire.

Operations Review Team members will be reimbursed for travel and accommodation expenses when appropriate Expense Claims are submitted to Council for Ontario, CEO. An expense claim form should be provided by the support staff to all members.



Our Way Ahead: Branch Operations Review

OR 02 – OWA13

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Orientation

There should be an initial planning and orientation meeting of the Operation Review Team and staff support to determine the interview process, stakeholders to be interviewed and to identify any additional background information that the volunteers and staff are requested to provide to the team prior to the start of the interviews.

Interviews

An Operations Review is based upon interviews of stakeholders including volunteers and staff of the branch operation. The Operations Review Team provides the interview schedule and list of those to be interviewed to the provincial support staff, who will liaise with the Branch Chair / Manager to coordinate the interviews at the branch site or agreed upon alternate location. Should the Operations Review Team determine that interviews of all members might not be required; the following may be selected for interviews:

- The Board volunteers
- The Community Services Superintendents and Coordinators may represent the Community Services membership.
- The Branch Manager may represent all staff.

Branch members can also be selected at random.

The Operations Review Team may elect to conduct a combination of individual interviews and group interviews.

The interviews may be accomplished in an evening or may require several days to complete. The scheduling of interviews is the decision of the Operations Review Team.

Interview Findings

Note: The Operations Review Questionnaire contains prompt questions in italics. From experience it has been determined that the strict “yes / no” answer needs to be supported with more detail so that the Operations Review Team has required decision-making information.

At any point in the interview an Operations Review Team member may ask for copies of specific material such as instructor policy, sample community services report to the board or class calendar.

Each member of the Operations Review Team should maintain his/her own notes taken during the interview and submit his/her findings and completed Operations Review Interview Questionnaire to the Operations Review Team leader



Our Way Ahead: Branch Operations Review

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The Operations Review Questionnaire has an interview questions rating for each section that should be completed by each Operations Review Team member to indicate his/her evaluation of the responses to the questions.

Time Allocation

The Operations Review process from the date of the interviews and submission of results should take no longer than one month.

Report Recommendations

Members of the Operations Review Team may elect to meet, teleconference, or e-mail to develop the resulting recommendations and report to the Provincial Management Team.

Recommendations must be submitted to the Provincial Management Team.

Report Format

The report to the Provincial Management Team should include:

- Methodology Overview. Identify stakeholders interviewed, names of the Operations Review Team, date, and location of the Operations Review.
- Findings. It is important to identify some positive aspects of the operation as well as the issues identified. The Operations Review Questionnaire Summary should be an attached addendum.
- Recommendations. Recommendations should be numbered and should include
 - Action to be taken
 - Persons responsible
 - Timelines for actions
 - Monitoring criteria to ensure that recommendations are implemented
 - Actions to be taken if the recommendations are not implemented as approved.
 - Any support documents should be added as addendum.

Report Acceptance and Approval

It is the option of the Provincial Management Team to reject the recommendations or seek clarification from the Team before recommending to Council for Ontario approval of the report and its supporting recommendations.



Our Way Ahead: Trusteeship

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If, following an Operations Review, a branch is unable to comply with St. John Council for Ontario Operating Regulations, the Administrative Centre Management Team⁶⁰, after consultation with the Manager, Branch Liaison⁶¹ will recommend through the Provincial Management Team to the Executive Committee, Council for Ontario, the recommendation to place the branch under trusteeship. This recommendation must be in writing and include an outline of the problems and support initiatives taken prior to the submission of this recommendation. The Branch designated an Administrative Centre or a Supported Branch could be placed in a trusteeship by removing the Board.

The Council for Ontario Executive Committee will undertake the following process:

- a) Appoint investigator(s) and method of investigation, formal Operations Review, or investigative interviews with concerned parties and Branch Board in the case of specific identified issues.
- b) Notify the Branch of action to be taken.
- c) Conduct investigation.
- d) Recommend action to Council for Ontario Board of Directors.
- e) Notify Provincial Management Team, Administrative Centre Management Team accountable for Supported Branch, and Manager, Branch Liaison of decision.
- f) Notify Branch Board Members, in writing, of decision and action to be taken.
- g) Implement decision.
- h) Monitor the ongoing results of the implementation of the decision with quarterly reports to the Board, as required.

If the Branch designated an Administrative Centre is placed into trusteeship the steps f) through g) are revised to reflect the branch responsibilities the name(s) of the trustee(s), and the direction provided.

Following are examples of problems that would require trusteeship consideration:

- Failure to meet financial obligations to government, St. John Ambulance or others.
- Failure to hold regular meetings.
- Failure to comply with information needs of Council for Ontario.
- Failure to conform to or abide by decisions/ directions/ standards of Council for Ontario as documented.
- Failure to abide by St. John Council for Ontario regulations and by-laws.
- Failure to comply with the law.

⁶⁰ Ref. *Our Way Ahead* Administrative Centre Management Team

⁶¹ Description Volunteer Individual



<i>Our Way Ahead:</i> Trusteeship		
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a) Trusteeship Investigative Process:

- Investigators will meet with the branch to advise them of the investigative process, investigative options of an Operations Review⁶² or interviews with concerned parties and meeting with the Administrative Centre Management Team / Branch Board, as appropriate.
- Meetings with concerned parties to discuss problem. Minutes are to be taken by investigators.
- Discuss alleged problems with the Branch Board. Minutes are to be taken by investigators.
- Present recommendation(s) to Provincial Management Team (PMT), Council for Ontario
- PMT to present recommendation(s) to the Board of Directors, Council for Ontario.
- Council Board of Directors, through the PMT, will notify the Administrative Centre Management Team of the decision and method of Branch Board notice before any action is taken and notice letter is sent/ delivered/ or presented at local board meeting to the Branch Board Members.

The investigative process may include an Operations Review or the investigating team may use material submitted and interview only senior leaders.

b) Report Format:

- Methodology
- Findings
- Recommendations to support Trusteeship or other actions

c) Council Appoints Trustees

- Defines the terms and objectives in the form of a letter

⁶² Ref. *Our Way Ahead* Operations Review



<i>Our Way Ahead:</i> Trusteeship		
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Board of Directors, Council for Ontario will consider trusteeship based on the matrix below:

SITUATION	RECOMMENDED ACTION
Minor	<u>Resolve immediately</u> – Request Administrative Centre Management Team / Branch Board to take action as outlined by Board of Directors, Council for Ontario. The action request will identify problem area, expected outcomes, and person to be accountable for the action.
Major	<u>Veto Power</u> – Council for Ontario assumes veto power over all Branch Board decisions in the problem area. The problem area, expected outcomes and monitoring process must be clearly defined identifying persons accountable.
Crisis	<u>Trusteeship</u> – Place the Branch under trusteeship until affairs are satisfactory. Appoint trustee(s) to take temporary control of the affairs of the Branch and, if possible, work with local volunteers. Timelines and expected outcomes must be clearly defined by the Board of Directors, Council for Ontario.
<p>NOTE: The Board of Directors, Council for Ontario, as part of the decision, may suspend or terminate any or all Branch staff and volunteers. Board members relinquish all St. John responsibilities for a defined period. At that time the trustee(s) or Board of Directors, Council for Ontario will review their St. John roles in consultation with the Board of the branch designated an Administrative Centre. The Board of Directors, Council for Ontario, as part of the decision, may suspend or terminate Branch staff in accordance with Human Resources policies. Trustee(s), working in consultation with the Administrative Centre Management Team/Provincial Management Team may replace any or all volunteers The Branch Board Members and staff who have been suspended/ terminated will turn over any monies, records and receive receipt from the trustees. The Provincial Management Team will provide direction on members who have second roles at the branch such as instructor or members of community services. These members will be notified of their status. The trustee(s) will arrange an immediate financial audit and also pay outstanding claims, subject to available funds.</p>	



Our Way Ahead: Boards

		OR 02 – OWA15
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Each Branch is required to have an annually elected Board⁶³ whether the branch is designated an Administrative Centre with additional responsibilities or is a Supported Branch.

Generally, Board members are required to:

- Keep fully informed of and participate in Board discussions and crucial issues central to success.
- Be driven by results linked to strategic / business plans.
- As leaders, coordinate and ensure clear measures of success in the work of committees, programs and services, and through these groups direct organization’s regulations.
- Approve, evaluate, and make required adjustments to the budget and financial matters as appropriate.
- Assist in the development and maintenance of good relations within the Board, committees, staff, and Community Services.
- In cooperation with the ACMT, actively participate with external organizations, to generate high levels of interest, broad participation, awareness, and support for St. John.

Branch Boards consist of up to 14 members, including appropriate Community Services representatives. Commissioned leaders are not required to give up their leadership role; however they may be required to declare a conflict of interest on questions related to their specific area of leadership. A serving Superintendent/Coordinator shall not carry the dual role of Branch Chair.

The Branch Board may decide to have one Community Services member as a representative of Community Services where there are many Units or even a non-uniform volunteer acting as a Community Services Committee Chair (Committee of the Board which comprises all the superintendents).

Board Members must be a branch member in good standing⁶⁴ and have completed the volunteer screening process. In recruiting Board Members the following skills and knowledge should be considered:

- Sensitivity to group dynamics
- Adherence to “cabinet solidarity”
- Integrity
- Maintenance of confidentiality

⁶³ Ref. *Our Way Ahead* Branch Election

⁶⁴ Ref. *Our Way Ahead* Branch Membership – Voting Members



<i>Our Way Ahead:</i> Boards		
		OR 02 – OWA15
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Experience should include:

- St. John Committee experience
- Previous Board experience (profit or non-profit)
- Knowledge of Branch and Community Services (or similar) structure

The term of office of a Board Member shall be one year from the date of his or her election until the Annual General Meeting next following or until his successor is elected or appointed.

The election of Board Members shall be held at the Branch Annual General Meeting⁶⁵. Any election of Board Members may be by a show of hands or by resolution of the members entitled to vote.⁶⁶

Removal of any Board member before the expiration of his or her term of office may be at a general meeting (all members being advised) called for that purpose. Such a Vote requires a 2/3 majority of the actual membership and is subject to approval of Board of Directors, Council for Ontario.

If a vacancy occurs in the Board, the remaining Members, if constituting a quorum (50% plus one constitutes quorum at a Board meeting – if it is a 12 member board, seven members must be present to constitute a quorum), may appoint a person to fill the vacancy for the remainder of the term. In an absence of a quorum, the remaining Members shall forthwith call a General Meeting to fill the vacancy.

The Regional Community Services Coordinator⁶⁷ attends the Branch Board meetings of the Branch designated as the Administrative Centre as a non-voting member.

⁶⁵ Ref. *Our Way Ahead* Branch Annual General Meeting

⁶⁶ Ref. *Our Way Ahead* Branch Membership - Voting

⁶⁷ Ref. *Our Way Ahead* Organization Structure Overview



Our Way Ahead: Board Members – First Meeting Appointments and Committee Membership

		OR 02 – OWA16
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Each Branch is required to have an annually elected Board^{68, 69}.

At the first meeting of the Branch Board held following the annual meeting of members⁷⁰, the Board shall confirm each person named in the report of the Nominating Committee presented at the annual general meeting including the Chair⁷¹, Vice-Chair, Secretary, Treasurer (except for Supported Branches) and such other appointments, if any, as shall have been named in the report (voting slate).

The Board shall ratify the Branch Chair’s nomination of Committee Chairs and appoint the Committee members.

As a minimum, the following Committees will be required:

- Honours and Awards
- Community Services
- Membership (Nominating Committee for a Branch designated an Administrative Centre
- Community Relations Committee is recommended for Supported Branches.
- Resource Committee is recommended for Branches designated Administrative Centres.

Within 30 days, each Board Member is required to complete and sign the Board Ratification form⁷². These documents are to be submitted to the Board Chair of the Branch designated an Administrative Centre / Branch Manager who will ensure that the forms are complete before submitting them to Council for Council ratification.

⁶⁸ Ref. *Our Way Ahead* Branch Election

⁶⁹ Ref. *Our Way Ahead* Boards

⁷⁰ Ref. *Our Way Ahead* Branch Membership – Voting Members

⁷¹ Ref. *Our Way Ahead* Boards

⁷² Ref. *Our Way Ahead* Branch Board – Ratification



Our Way Ahead: Boards – Members and Their Duties During Term of Office

		OR 02 – OWA17
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Supported Branch Boards⁷³, consisting of up to 14 volunteer members, including representation from the supported Community Services Units, will⁷⁴:

- Review financial and operational reports received from the Administrative Centre
- Oversee honours and awards and related volunteer recognition
- Oversee community services delivery
- Fund raise (such as United Way and/or Trillium applications, Billes grant submissions)
- Maintain a branch membership
- Coordinate the annual general meeting and election of Board Members
- Appoint and oversee local committees

In addition the Branch Board at the Branch designated an Administrative Centre will⁷⁵:

- Have responsibilities for its own branch operation
- Ensure the provision of administrative support to the supported branches
- Be responsible to Council for the delivery of training and community services as detailed in the annual Administrative Centre Business Plan and Budget
- Ensure the objectives and purposes of the Order are followed
- Ensure the objectives, policies and strategic plans of Council, the Centre and its supported branches are put into action in an effective, efficient and economic manner
- Ensure business planning and budgeting process supports the development of approved programs
- Maintain financial procedures that will monitor business plans, budget, revenues, and expenses including the submission of quarterly financial statements to Council and monthly statements to branches.
- Account to Council, and the branches and the communities they serve, its stewardship in regard of the management and administration of funds and services.

Members may hold an appointment for a maximum of three successive one-year terms.

⁷³ Ref. *Our Way Ahead* Organization Structure Overview, Descriptions Branch

⁷⁴ Ref. Branch Structure, Board Descriptions

⁷⁵ Ref. , *Our Way Ahead* Organization Structure Overview, Administrative Centre, Description Board of the Administrative Centre, Branch



Our Way Ahead: Board Members – Remuneration

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Board Members shall serve as such without remuneration, and no Board Member shall, directly or indirectly, receive any profit from his or her position as such. A Board Member may be paid reasonable expenses incurred in the performance of his or her duties. To receive reimbursement the Board Member is required to submit a completed and signed expenses claim for approval of reimbursement by the Board Chair, or other specifically designated individual. The expenses must be within the Branch policy for such expenses.

Members of the Board and their family members shall not enter into any business arrangement with the Branch in which they are interested directly or indirectly except on having declared their interest therein and having refrained from discussing and for voting thereon.



Our Way Ahead: Board Members – Confidentiality

		OR 02 – OWA19
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Every Board Member shall respect the confidentiality of matters brought before the Board, having regard to the fact that unauthorized statements could adversely affect the interests of the Branch.

The Board Chair at the Branch designated an Administrative Centre, after consultation with the Provincial Chief Executive Officer (CEO), may make statements to the press or public about matters brought before the Board.

All communications external to the Branch are required to be signed by the Branch Board Chair or Branch Manager if so authorized by the Chair.



Our Way Ahead: Branch Election

		OR 02 – OWA20
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PRIOR TO THE ANNUAL GENERAL MEETING⁷⁶

1. BRANCH BOARD will SELECT A DATE between 1 January and 24 June for the annual meeting.

Note: Notify Administrative Centre Management Team which will, in turn, notify the Manager Branch Liaison, Provincial office of date, etc. ASAP

2. **AT LEAST 60 DAYS PRIOR** to the Annual General Meeting the current Branch Board appoints a Nomination/membership committee to select and submit to the Board⁷⁷ a slate of qualified members for election.

Note:

- i) Committee updates list of branch members in good standing for posting at the election.
- ii) Ensures that nominees for election are “in good standing”.
- iii) Nomination/ membership Committee members may be candidates for election at the annual general meeting.
- iv) The Nominating Committee should confirm with nominees their willingness to serve (if approved by the general membership at an AGM, this confirmation can be electronic). Developing a Nominating Slate for the Annual General Meeting eliminates the need for a call for nominations from the floor.

3. **AT LEAST 10 DAYS PRIOR** to the annual general meeting each member in good standing must receive:

1. An agenda for the Annual Meeting
2. Notice of the time, place and day
3. Proxy form

Note:

- i) Notice will be sent to the last known address.
- ii) Notice may be sent electronically, if previously approved at an Annual General Meeting.

⁷⁶ Ref. *Our Way Ahead* Branch Annual Meeting

⁷⁷ Ref. *Our Way Ahead* Board of Directors



<i>Our Way Ahead:</i> Branch Election		
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AT THE ANNUAL MEETING

4. **VERIFICATION OF MEMBERSHIP** Before the Annual General Meeting starts; the Branch Board Secretary and/ or Membership Committee Chair will verify membership (a member in good standing for at least 3 months prior to the date of the Annual General Meeting). They will also confirm those who have signed proxy vote(s) as nominees to vote on behalf of an absent member who is in good standing.

Note:

- i) Voting may be by show of hands but if a poll is demanded, coloured cards may avoid confusion and make polling easier.

5. **ENSURE A QUORUM** by having Branch Board Secretary confirm that a quorum⁷⁸ of members in good standing is present (including by proxy votes) before the election takes place. Quorum for a Branch AGM⁷⁹ is calculated as twice the number of board members being elected plus one. (i.e. for a branch with a board membership of 12, quorum would be 25 branch members present or 25 members, including bona fide proxies.

Note:

- i) Board Secretary and/ or membership committee chair will verify the quorum using the current members in good standing list as posted at the meeting and the number of proxy votes presented by those attending or submitted to the Board secretary prior to the meeting.
- ii) Proxy forms can be sent in the Annual General Meeting package. The proxy is a form letter that when signed and returned by the member in good standing who cannot attend the meeting appoints the Chair of the Board or Past Chair as nominee to attend, act and vote to elect board members as listed in the slate at the Annual General Meeting of members to be held (date). Some branches include the proxy form with the annual membership application, others with the AGM announcement package.

⁷⁸ Ref. *Our Way Ahead* Boards and Branch Annual General Meeting

⁷⁹ Ref. *Our Way Ahead* Branch General Meeting



<i>Our Way Ahead:</i> Branch Election		
		OR 02 – OWA 20
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6. **ELECT.** Elect at least 6 and not more than 14 Board Members.
 Note:
 i) All successful candidates are elected to the Branch Board and not to a specific board position.
 ii) Election may be by show of hands (or coloured cards), following an approved motion.
7. **SELECT.** At the first meeting following the election, the new Branch Board will identify its own appointments and Committee Chairs⁸⁰.
 Note: Should be carried out in a separate room and should include the immediate past Chair and ex-officio members.

AFTER THE ANNUAL MEETING⁸¹

8. **RATIFY.** For ratification by Council for Ontario, a list of the elected Board Members and their Board Ratification Form⁸² must be sent to Council for Ontario, along with current addresses, phone numbers, and curriculum vitae (CV)/résumé and applicable volunteer screening documents.
9. **INFORM.** Once the names are ratified, inform branch members and the Administrative Centre Management Team of the new list of Branch Board Members with all contact information.

FIRST BOARD MEETING

Note: At the first Board meeting following the Branch Annual General Meeting, Branch Boards shall consider for ratification the superintendents/coordinators recruited and appointed as a result of the standard posting for position process.

⁸⁰ Ref. Description Committee Structure
⁸¹ Ref. *Our Way Ahead* Board Members – First Meeting
⁸² Ref. *Our Way Ahead* Board Ratification



Our Way Ahead: Branch Board – Ratification

		OR 02 – OWA21
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Each Branch is required to have an annually elected Board.⁸³

Within 30 days of the election, each Branch Board Member is required to submit a signed Branch Board Ratification Form⁸⁴ to the Manager of the Branch designated as the Administrative Centre for forwarding to the Manager, Branch Liaison at Provincial Office. The Manager Branch Liaison will advise the Vice-Chair Branch Liaison who will then submit a ratification motion at the next meeting of the Council for Ontario Board of Directors.

Notice of the ratification approval will be sent to the Branch Chair with a copy to the Administrative Centre Management Team.

Should the documents not be received from each Branch, the Manager Branch Liaison will make recommendations for action to be taken. The Vice-Chair Branch Liaison will be advised and consider a recommendation for Provincial Management Team action.

⁸³ Ref. *Our Way Ahead* Board Members – First Meeting

⁸⁴ Ref. Forms



Our Way Ahead: Branch Membership – Voting Members

		OR 02 – OWA22
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All branch members in good standing and members of Council, to include staff at the Provincial office and those individuals appointed by Council to committees or positions (such as the Regional Community Services Coordinator) constitute the family of St. John Council for Ontario. Voting members of Council are defined in the By-laws. A member must be 18 years of age on the date of any AGM to have a voting privilege.

There are three types of branch members: volunteer members, instructor members, and staff members. Volunteer members are those that pay an annual due or provide a minimum certified amount of volunteer time. Instructor members are those holding a valid instructor’s certificate and affiliated with a branch for providing instructional service. Staff members are those individuals employed by St. John Council for Ontario and may not be elected to a Board. To be listed as a member in good standing, branch members must complete a membership form, annually (if so designed, this form may also be used as a proxy at the AGM).

All Branch Boards are required to have a list of their registered branch members. This list which becomes the eligible voting⁸⁵ list for the Annual Meeting, is provided to the Branch Manager at the Administrative Centre who will maintain the list, segregated by branch.

People who are eligible may live and work in the branch and neighbouring area. They may be recruited from:

- Members of the Order in any rank.
- Instructors, active and retired members of Community Services, Fellowship.
- Members of Branch Committees or other volunteers affiliated with the branch operations.
- Other persons in the community whose membership application has been approved by the Branch Board.

NOTE: It is recognized that some branches may have “paid life-members”. Those members who held this distinction prior to 31 December 2003 will not have their status changed. However, as of 1 January 2004, only annual memberships are authorized. “Paid life-members” will continue to be accorded the privileges of annual members.

All members are required to be members in good standing. That is:

- They have completed and submitted the membership application form⁸⁶ at least three (3) months prior to the date of the branch Annual General Meeting.

⁸⁵ Ref. *Our Way Ahead* Branch Election

⁸⁶ Ref. Forms



<i>Our Way Ahead:</i> Branch Membership – Voting Members		
		OR 02 – OWA22
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- They have registered as a voting member with a membership fee or certified volunteer service
- Comply with the Code of Conduct⁸⁷ and have attended a Respect In The Organization⁸⁸ session
- Have submitted a Police Record Check⁸⁹ / attestation
- New volunteers to St. John must successfully complete a volunteer screening process before becoming branch members with voting privileges.

Membership Fee

- Fee is annual and must be logged by branch staff.
- Fee is either a cash payment of \$25.00 (Tax deductible) or documented a minimum of 30 hours per year of volunteer hours work. Branch Boards may approve exceptions.

Membership Card⁹⁰

Membership Cards will be issued to all members in good standing, annually.

Membership Entitlement

- Have voting privileges at the Branch Annual General Meeting⁹¹ that includes the election of Board Members.
- Should receive issues of any newsletter distributed.
- May be invited to sit on Branch Committees and/ or task forces.

NOTE: If a member in good standing cannot attend an Annual General Meeting he/ she may submit a signed proxy⁹² (letter authorizing another member in good standing, Board Chair or Past Board Chair to vote on their behalf.)

⁸⁷ Ref. Human Resources Manual – Code of Conduct

⁸⁸ Ref. Human Resources Manual – Respect in the Organization

⁸⁹ Ref. Volunteer Screening

⁹⁰ Ref. Collateral Catalogue

⁹¹ Ref. *Our Way Ahead* Branch Election, Annual General Meeting

⁹² Ref. *Our Way Ahead* Boards, Branch Election, Annual General Meeting



<i>Our Way Ahead:</i> Branch Membership – Voting Members		
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Honorary (Life) Members

This honour is given to those members in recognition of their long-standing commitment to the Branch. Their annual membership fee is waived. Board minutes should record any accepted motion to identify Honorary Life Members. They do not have a vote at an AGM.



<i>Our Way Ahead: Branch Annual General Meeting</i>		
		OR 02 – OWA23
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The annual meeting is held between 1 January and 24 June in compliance with the St. John Council for Ontario By-Law.

The meeting is open.

Typical Agenda

- Call to Order
- Opening Prayer
- In Memoriam
- Introduction and Welcome by Board Chair
- Key Address (may be special guest)
- Report of Quorum by Board Secretary⁹³
- Minutes of Previous Annual Meeting
- Board Chair Report/ Annual Reports from Committees and Special Projects as appropriate
- Ratification of Acts and Appointments of the Executive and the Board taken over the past 12 months (Omnibus Resolution).
- Treasurer’s Report (Auditor’s Report)
- Appointment of Auditors
- Report of the Nominating Committee (Election Slate*)
- Election of Board Members
- Other Business / General Discussion
- Next Meeting
- Termination

***Robert’s Rules of Order** states that the voting “depends on the organization’s constitution, by-laws, and provisions” and further states that “In the election of officers it is more usual to have nominations made by a committee. When the committee makes the report, which consists of a ticket (slate) the chair asks if there are any other nominations, when they may be made from the floor” and further states “The Committee’s nominations are treated just as if made by members from the floor.” Council has elected to follow the more usual process of Nominations made by the Nominating Committee only. This process should be carried out by the Branches for elections at their Annual General Meeting.

⁹³ Ref. *Our Way Ahead* Board Election



Our Way Ahead: Branch General Meeting

		OR 02 – OWA24
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The Branch Board or Executive Committee of the Board may call a general meeting of the members in good standing at any time and shall call such a meeting within fourteen days of having received a written request for such a meeting. The request must represent membership interest that carries fifteen percent of the rights to vote⁹⁴ at a meeting of the Branch.

Such a meeting shall be held at the Branch or elsewhere as the Branch Board or Executive Committee shall determine. The notice calling any such general meeting shall specify a date for such meeting not later than forty-five days after the decision of the Board or Executive Committee to call such a meeting.

Notice of the time and place of the meeting shall be delivered or mailed (or sent electronically, if such means has been previously approved by the membership) by prepaid post to each member at least ten days before the day of the meeting, directed to the address as appears on the books of the Board membership.

The accidental omission to give notice to any member or the non-receipt of any such notice by any member or any error in a notice not affecting the substance thereof shall not invalidate such notice or any meeting called by such notice or any resolution or other proceeding taken at such meeting.

A general meeting of members may be held for any purpose without notice if all the members are present in person or represented by proxy at the meeting or if those not so present or represented waive notice. Notice of any meeting or any irregularity in any meeting or in the notice thereof may be waived by any member or the proxy of any member.

The Chair of the meeting shall be the Branch Board Chair or should the Chair be unable to act or be absent, the Vice-Chair.

At any meeting of the members every question shall be decided by the members who are entitled to vote by a show of hands unless a poll is requested. Proxies are only used at Annual General Meetings.

Minutes are required to be prepared and distributed to all members within two weeks of the meeting. Copies are to be forwarded to the Manager, Branch Liaison Council for Ontario.

⁹⁴ Ref. *Our Way Ahead* Branch Membership – Voting Members



Our Way Ahead: Branch Board Meeting

		OR 02 – OWA25
1 December 2004		Page 1 of 1

Branch Board meetings, chaired by the Branch Board Chair⁹⁵ should be held monthly or at defined regular intervals. It may be the decision of the Board not to hold summer meetings during July and August.

The meeting should use Robert's Rules of Order as a guideline.

Board members should receive an agenda with supporting documents and discussion papers at least a week prior to the meeting.

Decisions of the board should be documented in Board minutes that are distributed with monthly financial statement by e-mail within two weeks of the board meeting to:

- Branch Board Members
- Administrative Centre Management Team
- Council – attention Manager Branch Liaison

Every effort should be made to maintain the length of meetings to no longer than 2 hours.

Quorum for Board meetings (for resolutions to be passed) is 50% plus one⁹⁶ of the Board members, including proxy votes, if any.

⁹⁵ Ref. Description Officers of the Board of the Administration Branch, Branch, Volunteer Description

⁹⁶ Ref. Resource Documents Proxy Vote



Our Way Ahead: Branch, Committee and Task Group Meetings – Conducting

OR 02 – OWA26

1 December 2004

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All meetings including those of Boards, Committees, task forces, and staff require an agenda that lists business to be considered. The agenda's purpose is to:

- Enable attendees to collect necessary information that may be required beforehand
- Limit discussion to relevant matters.
- Establish a priority for agenda items

The agenda list should:

- Cover subjects under headings with subjects in discussion order. The detail required under each subject depends on attendees' acquaintance with the subjects. Use broad headings if the meeting is to be small and attended by people well acquainted with the subjects.

The basic agenda includes:

- Approval of the agenda
- Approval of the minutes of the past meeting
- Business Arising from the Minutes
- New Business
- Other Business
- Motion to Adjourn.

Before the meeting:

Issue a draft agenda to allow attendees to forward suggestions for additional subjects to be included in the final agenda.

If the subject is complicated or specialized, consider issuing a discussion paper with the agenda. Ensure that the discussion paper is comprehensive without being overwhelming.

Distribute copies of the final agenda and other relevant documentation to those concerned at least ten days prior to the meeting.

At The Meeting:

- Commence the meeting with request for approval of the agenda.
- Follow the agenda.
- Ensure that only one person speaks at a time.
- There may be need to define a time line for discussion on key issues. If a resolution cannot be agreed upon, it may be necessary to table the agenda item to the next meeting or to a task group to bring forward recommendations at a future date.



<i>Our Way Ahead:</i> Branch, Committee and Task Group Meetings – Conducting		
		OR 02 – OWA26
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- Where possible the chair must recap any wording of motions prior to a vote to ensure that members understand the motion and final approved motion
- Establish / confirm date for the next meeting.

In most cases Minutes of the last meeting are approved at the next meeting.

Ensure that the recorder is skilled in taking minutes.

Minutes should be distributed to all members within two weeks of the meeting, with a copy to the ACMT which will copy the Manager, Branch Liaison.



Our Way Ahead: Special Group Appointments – Council, Administrative Centre, Supported Branches

		OR 02 – OWA27
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In some cases it is advantageous for Council to make additional appointments of individuals or groups of individuals.

These appointments enable Council, Administrative Centres, and Supported Branches to integrate special functions into the organization for specific tasks such as Capital Fund Raising Chairman. Their authority is derived from St. John Council for Ontario.

Groups of individuals are subject to the St. John Screening Policy.⁹⁷

⁹⁷ Ref. Volunteer Screening Employee, Instructor and Volunteer; Police Check



<i>Our Way Ahead: Special Appointments – Patron and Vice-Patron</i>		
		OR 02 – OWA28
1 December 2004		Page 1 of 1

In some cases it is advantageous for a Branch to make additional appointments. When a Supported Branch is considering a special appointment it should consult with the Administrative Centre Management Team to ensure that there are not conflicts with polices of the organization.

Such a special appointment is:

- Patron
- Vice-Patron

Their function⁹⁸ is to provide advice and counsel, when asked, to the Chair.

Term of Office

The initial appointment by the Branch Board is for 3 years. At the conclusion of that period he/she may be requested to assume a further 3-year term of office, or a lesser period if the Board deem it advisable to seek a new appointee.

Privileges

Privileges include:

- A seat in the place of honour at any Branch function.
- Feeling unfettered in his/her relationship with the Chair.
- Being welcome to attend the Branch Annual General Meeting in a non-voting capacity.
- Being eligible for nomination to the Order of St. John in accordance with the current rules and regulations.

This person is not a voting Board member due to his/her special appointment status.

Ratification

No Council ratification is required for this honorary position/ special appointment.

⁹⁸ Ref. Descriptions Individual Volunteers



Our Way Ahead: Problem Resolution

		OR 02 – OWA29
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Misunderstandings can create problems – a policy and/ or a procedure not clearly understood or not complied with is counter-productive. To minimize misunderstanding, it is incumbent on all St. John Council volunteers and staff to resolve issues that are not clearly understood at the earliest opportunity.

The first step is to approach the appropriate next level. If it is an issue with scheduling for a patient care event, talk with the Community Services Unit Officer responsible for assigning people to events. Or if the monthly financial statement is unclear, talk with the Treasurer at an Administrative Centre or the Branch Chair at a Supported Branch.

During the informal talk, raise your concern with the issue clearly and concisely. Listen to the response or explanation. Question anything you do not understand. After this informal discussion:

- 1) the person with whom you raised the concern may suggest the two of you speak with the superintendent or committee chair because you have convinced them the issue has merit
- 2) you are not satisfied with the explanation so you will advise the superintendent or committee chair, in writing (e-mail or hard copy) with copies to the individual to whom you first spoke and the Branch Chair. This correspondence must spell out your concern and explain why the informal approach did not satisfy you.

The superintendent or committee chair will respond with a copy to the other appropriate parties and may offer to take the issue to the next level. Until the issue is resolved, it moves through the Branch, to the Administrative Centre Management Team, to the Provincial Management Team, Council's Executive Committee and, finally, Council Board itself.

Specific times in providing responses are not included, recognizing that volunteers have other demands on their time. However, expediency in seeking resolution is expected.

Each person faced with a problem should attempt to resolve it as quickly as possible, as informally as possible, at the lowest level of our organisation as possible. This is the principle for problem resolution.



Screening: Employee, Instructor and Volunteer Screening – Overview		
		OR 03 – S1
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St. John Council for Ontario, like other organizations, has moral, ethical, and legal responsibilities to the people who use our programs and services; the people who provide those programs and services; and to the community at large. Through employee, instructor, and volunteer screening we try to identify people who might present a risk to those we serve, our own members, and members of the community.

Our employees, instructors and volunteers are often placed in positions of significant trust with vulnerable people. The wide spectrum of employee/instructor/volunteer positions varies not only in nature but also in level or risk. Through screening, Council strives to provide safe, well-managed services to the community and to its employees, instructors and volunteers.

The following are typical positions of trust or authority:

- Situations in which someone has a significant degree of authority or decision-making power over another.
- Situations where someone has a significant degree of unsupervised access to another person, their property, or to the organization’s property.
- Situations where the success of the program, service or activity depends on the development of a close, personal relationship between the individuals, as in supervision and mentoring.
- Situations in which the service being provided renders the client vulnerable, as in personal care services e.g. first aid and health care.

Council uses a variety of screening methods such as well-designed position descriptions, careful recruiting, application forms, interviews, reference checks, specialized testing, police record checks, attestation check, orientation sessions, training, probationary periods, close supervision, regular evaluation and monitoring, and the pairing of experienced members with new employees, instructors and volunteers.

General information regarding employee / instructor / volunteer screening and police record checks can be obtained from provincial office Human Resources Department, Training Department, or Community Services Department.

All employees, instructors and volunteers are required to complete a screening process as a condition of their employment or association with Council for Ontario.

The nature of the work in which the employee/ instructor/ volunteer will be engaged will determine which screening measures (e.g. reference checks, police record checks, attestation etc.) will be required.



Screening: Employee, Instructor, and Volunteer Screening – Overview		
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Individuals who refuse to comply with Council for Ontario’s screening process will not be accepted as an employee/ instructor/ volunteer.

The following criteria will be used to assess which screening measures will be used with each position:

- Vulnerability of persons served
- Access to property
- Degree of isolation
- Degree of physical contact
- Degree of physical demands
- Degree of inherent risk
- Skills and knowledge required
- Degree of supervision
- Degree of trust

This policy affects:

- All employees, instructors and volunteers eighteen (18) years of age and older
- All employees and volunteers age sixteen (16) and seventeen (17) years of age signing their own membership application form and not residing with a parent or guardian.



Screening: Employee, Instructor and Volunteer Screening – Screening Methods Based on Risk Assessment Analysis

		OR 03 – S2
1 December 2004		Page 1 of 2

Adult Community Services Volunteers:

- Application Form
- Interview
- Signed Agreement
- 2 to 3 Reference Checks
- Initial Police Reference Check with annual attestation
- Consideration given to Police Re-checks based on changes in membership and/or role/status
- Orientation and Training⁹⁹
- Close monitoring and Supervision
- Regular Monitoring and Feedback

Branch Chairs:

- Application Form
- Interview
- Signed Agreement
- 2 to 3 Reference Checks
- Attestation or Police Reference Check
- Orientation & Training
- Regular Monitoring and Feedback
- Board Ratification

Board Members (Excluding Chair):

- Application Form
- Interview
- Signed Agreement 2 to 3 Reference Checks
- Attestation or Police Reference Check
- Board Ratification
- Orientation & Training
- Close monitoring and Supervision
- Regular Monitoring & Feedback
- Ratification Form

Instructors:

- Application Form
- Interview
- Signed Agreement
- 2 to 3 Reference Checks
- Police Reference Check
- Orientation & Training
- Annual Evaluation
- Regular Monitoring and Feedback

Branch Manager:

10. Application Form
11. Interview
12. Signed Agreement
13. 2 to 3 Reference Checks
14. Police Reference Check
15. Orientation & Training
16. Probationary Period, followed by an evaluation then annual evaluation
17. Regular Monitoring and Feedback

Staff:

- Application Form
- Interview
- Signed Agreement
- 2 to 3 Reference Checks
- Attestation or Police Reference Check
- Orientation & Training
- Probationary Period, followed by an evaluation then annual evaluation
- Regular Monitoring and Feedback

⁹⁹ Training includes Code of Conduct and Respect in the Organization – Ref. Human Resources Manual



Screening: Employee, Instructor, and Volunteer Screening – Screening Methods Based on Risk Assessment Analysis

		OR 03 – S2
1 December 2004		Page 2 of 2

All Branch Boards are required to ensure that there is a process in place ensuring compliance with the Screening Policy and that appropriate Screening Methods are carried out and recorded as required.

NOTE: The Unity System is designed to track screening of new volunteers and to maintain records of member's volunteers.



Screening: Police Record (Reference) Check

		OR 03 – S3
1 December 2004		Page 1 of 1

All employees, instructors and volunteers are required to complete a screening process¹⁰⁰ as a condition of their employment or association with Council for Ontario. A Police Reference (Record) Check – Attestation is part of this screening process. Council may request a Police Record Re-Check at any time.

New employees, instructors and volunteers requiring a police records check will complete a Release of Information Authorization Form from their local police service, and at the applicant’s cost (if any), obtain from the police service, a summary of any information discovered as part of that check, or official documentation stating that no information was discovered.

If the applicant received official documentation from the police service stating that no information was discovered, this documentation should be forwarded complete and in its original form (no alterations, photocopies or faxes) in a sealed envelope marked “Confidential” to the Human Resources Department at the St. John Council for Ontario (Provincial Office). If the applicant receives a summary from the police service containing information, the applicant should provide the summary complete and in its original form (no alterations, photocopies or faxes) in a sealed envelope marked “Confidential” to the Human Resources Department.

The applicant will forward the sealed envelope with the completed “Application Form” to the St. John Council for Ontario Human Resources Department for processing. Council will review the summary and determine the candidate’s suitability for the position. Such a review will occur promptly, thoroughly, fairly, and in confidence.

Council will notify the employee / volunteer /instructor when a check that requires further review is received. Once a determination as to the applicant’s status has been made, their supervisor / manager will be notified.

Police record checks that indicate “no Record” will be retained in a confidential file at Council.

The practices of certain police services may present difficulties obtaining information related to record checks. In these circumstances, it is the responsibility of the employer / instructor / volunteer to obtain a written original copy of the response he or she receives from the police. This response should be forwarded with applicable documentation to the St. John Council for Ontario Human Resources Department.

¹⁰⁰ Ref. Screening Employee/ Instructor/Volunteer Screening - Overview



Board Structure: Summary

		OR 04 – Bd1
1 December 2004		Page 1 of 1

Summary:

Council Board of Directors and Board Members of the Branches are elected¹⁰¹ annually at their respective Annual General Meetings that are required to be held within the timeframe 1 January – 24 June with a quorum of registered voting members¹⁰² in attendance.

The Branch Board of the Branch designated an Administrative Centre, has the dual responsibility of providing specific administrative support to its own Branch and any assigned Supported Branches.

The Council for Ontario Board of Directors is the governance body as it is the incorporated body and the branch boards take their direction from the Council Board.

Board members’ positions^{103, 104} and committee chairs¹⁰⁵ are identified following the Board election.

Boards function in consultation with the Chairs of their Standing Committees.¹⁰⁶

Board Members are required to conduct regular Board meetings with all motions and decisions recorded in minutes of the meeting. Minutes are approved at the next meeting and then distributed, as required, with a copy maintained on file at Council. The branch retains the master copy for audit purposes.

¹⁰¹ Ref. *Our Way Ahead* Branch Election

¹⁰² Ref. *Our Way Ahead* Branch Membership

¹⁰³ Ref. *Our Way Ahead* Board Members – First Meeting and Board Structure (OR 04 – Bd2)

¹⁰⁴ Ref. Descriptions Board

¹⁰⁵ Ref. Descriptions Committee

¹⁰⁶ Ref; Committee Structure; Descriptions Committee



Board Structure: Composition

		OR 04 – Bd2
1 December 2004		Page 1 of 1

Council for Ontario	Branch designated an Administrative Centre	Supported Branch
11 Members	<i>11-14 members</i>	<i>Up to 14 members</i>
Chair *	Chair	Chair
Past Chair	Past Chair	Past Chair
Treasurer*	Vice-Chair	Vice-Chair
Vice-Chair Branch Liaison*	Treasurer	
Vice-Chair Community Services*	Secretary	Secretary
6 members	Community Services Unit(s) representative	
	5-8 other members – may be committee chairs.	5 other members which may include Community Services Representative (Chair) and Community Relations Chair ¹⁰⁷
<ul style="list-style-type: none"> • Secretary is staff CEO 		

NOTE:

- *Board officers
- Vice-Chair may substitute for the Chair in his/her absence, in overall responsibility. There is no separate Volunteer Description for this role.

¹⁰⁷ Ref. Description Committee



Committee Structure: Summary

		OR 05 – CS1
1 December 2004		Page 1 of 1

Summary

The Committees¹⁰⁸ described are Standing Committees of Council or Standing Committees of Branches.

The Chair is appointed by the respective Board based upon the recommendation of the Nominating Committee through the Executive Committee of the Board in the case of Council and through the Resources Committee and/or Nominating Committee or Community Relations Committees of a Branch.

Branches:

- The Committee Chairs, who may be elected Board members, will be appointed by the Board at the first meeting after the Branch Annual Meeting.
- Board members should not be members of more than two standing committees.

Ad hoc committees or task forces may be established by the Board as an assistance to their committees. These ad hoc committees/ task forces are time limited and on completion of the assigned work, file a report with the appropriate Chair.

A staff member is usually assigned to assist each committee. The Branch staff member assigned to a committee is appointed by and responsible to the Board Chair of the Administrative Centre / Branch Board Chair respectively.

¹⁰⁸ Ref. *Our Way Ahead* Committee Structure; Descriptions Committees



Committee Structure: Composition

		OR 05 – CS2
1 December 2004		Page 1 of 2

Committee Comparison:

Council for Ontario	Branch designated an Administrative Centre	Supported Branch
<ul style="list-style-type: none"> • Executive Committee 	<ul style="list-style-type: none"> • Executive Committee 	<ul style="list-style-type: none"> • NA
a) Standing Committees	a) Standing Committees	a) Standing Committees
<ul style="list-style-type: none"> • Finance Committee <ul style="list-style-type: none"> ○ Billes/Stone (vehicle) • Human Resources Committee 	<ul style="list-style-type: none"> • Resources Committee <ul style="list-style-type: none"> ○ Finance, ○ Human Resources ○ Membership management; recruitment ○ Nominating Committee 	<ul style="list-style-type: none"> • Community Relations Committee <ul style="list-style-type: none"> □ Fundraising □ Local Public Relations □ Marketing and Sales
<ul style="list-style-type: none"> • Nominating Committee 	<ul style="list-style-type: none"> • Nominating Committee (Nominating function is required but may be separate committee or incorporated into Resources Committee) 	<ul style="list-style-type: none"> • Membership <ul style="list-style-type: none"> □ Board nominating /AGM committee functions; □ General membership management; recruitment,
<ul style="list-style-type: none"> • Honours and Awards Committee 	<ul style="list-style-type: none"> • Honours and Awards Committee 	<ul style="list-style-type: none"> • Honours and Awards Committee
<ul style="list-style-type: none"> • Marketing and Sales Committee 	<ul style="list-style-type: none"> • Marketing and Sales Committee 	
<ul style="list-style-type: none"> • Community Services Committee 	<ul style="list-style-type: none"> • Community Services Committee 	<ul style="list-style-type: none"> • Community Services Committee



Committee Structure: Composition

		OR 05 – CS2
1 December 2004		Page 2 of 2

Council for Ontario	Branch designated an Administrative Centre	Supported Branch
b) Event Management		
<ul style="list-style-type: none"> • Annual Meeting and Investiture Committee 		
<ul style="list-style-type: none"> • Competition Committee 		
<ul style="list-style-type: none"> • Conference Committee 		
<i>c) Advisory</i>		
<ul style="list-style-type: none"> • Senate Advisory 	<ul style="list-style-type: none"> • Advisory Committee 	
<i>d) Annual</i>		
<ul style="list-style-type: none"> • Fellowship Committee 	<ul style="list-style-type: none"> • Fellowship Chapters 	<ul style="list-style-type: none"> • Fellowship Chapters



Staff Structure:¹⁰⁹ Summary		
		OR 06 – SS1
1 December 2004		Page 1 of 1

Summary:

Human Resources Department, Council for Ontario maintains confidential files for all staff positions related to the staff structure¹¹⁰.

All paid staff at Provincial Office is accountable to the Chief Executive Officer (CEO) at Provincial Office.

The Branch Manager at the Branch designated an Administrative Centre reports to that Branch Board.

All Administrative Centre paid staff report to the Branch Manager at the Branch assigned administrative responsibilities.

Supported Branches may have paid staff if these positions are included in the consolidated Administrative Centre Business Plan and Budget. The paid staff is accountable to the Branch Manager at the Administrative Centre.

The Branch designated an Administrative Centre, through centralized accounting on behalf of the Supported Branches, prepares the staff salary cheques for wages, benefits, and deposit to the staff bank account as directed by staff.

All staff practices must comply with the policies and procedures defined in the Council for Ontario Human Resources Manual.

¹⁰⁹ Ref. Descriptions Staff

¹¹⁰ Ref. *Our Way Ahead* Staff Structure



Staff Structure: Positions

		OR 06 – SS2
1 December 2004		Page 1 of 1

Staff Council for Ontario	Staff Branch designated an Administrative Centre	Staff Supported Branch
<p>Branch Manager at the Administrative Centre is accountable to the Board of the Branch designated an Administrative Centre and responsive to the CEO as per HR policies. It is the responsibility of the Branch Manager, in consultation with the branches, to develop the Business Plan and budget and to determine the staff required for the Administrative Centre cluster.</p>		
<ul style="list-style-type: none"> Chief Executive Officer 	Branch Manager – full time	Branch Manager – full or part time In many branches this will be a one person position integrating delivery functions as support for training, community services, and volunteer management.
<ul style="list-style-type: none"> Manager Board Relations/ Honours & Awards 		
<ul style="list-style-type: none"> Human Resources Administrator 		
<ul style="list-style-type: none"> Manager Branch Liaison 		
<ul style="list-style-type: none"> Senior Accountant 	Accounting Services Support (This service may be a purchase of service from accounting company)	Book-keeping support centralized through the Administrative Centre.
<ul style="list-style-type: none"> Accounts Analysis 		
<ul style="list-style-type: none"> Manager Community Services 	Community (Volunteer) Coordinator (Honours and Awards, Event Management, Volunteer Management) Some branches have this paid position. It will not replace the volunteer Regional Community Support Coordinator.	
<ul style="list-style-type: none"> Community Services Administrative Assistant. 		
<ul style="list-style-type: none"> Director Marketing, Sales 	Client Services Coordinator Training Coordinator (Sales)	
<ul style="list-style-type: none"> Manager Training 		
MIS		
<ul style="list-style-type: none"> IT Supervisor and Support 	Function of Branch Manager to request support from Council	



<i>Financial Management: Bingo/ Nevada Fund Management</i>		
		OR 07 – FM1
1 December 2004		Page 1 of 1

Fraud and theft can occur at the bingo hall, during the transfer of bingo proceeds and float funds and in the reporting of funds. Nevada is also considered as a program that is open to fraud and theft.

Today, more, than ever it is imperative that the Administrative Centre/ Branches have in place an effective process to monitor the handling of bingo revenues, float, and expenses and Nevada monies.

Accountability for the bingo and Nevada funds rests with the Branch Board and those authorized to sign the bingo and Nevada event reports to be submitted to the city licensing department. Controls such as counter signing of reports and deposits by unrelated members should be part of the bingo control management program carried out by the Administrative Centre/ Branch.

The Administrative Centre/ Branch must ensure that staff and volunteer actions related to the bingo and Nevada operations comply with the Regular and Special Bingo License Terms and Conditions Bulletin published by the Alcohol and Gaming Commission of Ontario – Gaming Registration & Lotteries legislation.



Financial Management: Business Plan and Budget

		OR 07 – FM2
1 December 2004		Page 1 of 1

All Branches conduct the financial affairs in a business like manner, submitting Business Plans and budgets¹¹¹ annually to Manager Branch Liaison for review by the CEO.

The purpose of the Business Plan and supporting budget, that includes the financial operation and balance sheet template are to ensure that strategic initiatives are well planned with clearly defined accountabilities, timelines, outcomes and related revenues and expenses.

The Branch Board assigned administrative responsibilities is required to work in cooperation with its respective Supported Branches to develop the annual consolidated business plan and budget.

Annually, provincial office is accountable for the distribution of the Business Plan template and Budget. It should be noted that the budget template reflects the national budget format. The Business Plan and Budget template package are distributed by September and define submission deadline dates.

Administrative Centres are to submit to the Manager Branch Liaison:

- Consolidated Administrative Centre Business Plan and Budget with supporting Branch Business Plans and budgets that reflect the mandate to streamline operations, to maximize opportunities to centralize programs and to minimize inefficiencies due to duplications. The expectation is a demonstration of growth in training and community services.

It is expected that the Branches will use these documents as a management tool during the year to monitor their achievements or identify the need to adjust strategies to reflect unexpected changes.

The budget template reflects the format that Administrative Centres and Branches are required to use for the monthly financial statement and balance sheet¹¹² reporting to their Boards.

The Vice-Chair Branch Liaison, in consultation with the CEO and Manager Branch Liaison, will submit recommendations to the Board to approve the submitted Administrative Centre budgets and business plans. With approval, the Administrative Centres then are accountable for advising all Supported Branches that the implementation of the approved plan and budget will commence.

¹¹¹ Ref. Forms

¹¹² Ref. Financial Management Monthly Financial Reporting



<i>Financial Management: Computer Hardware, Software</i>		
		OR 07 – FM3
1 December 2004		Page 1 of 1

Council for Ontario is financially and legally responsible¹¹³ for the actions of Administrative Centres, Branches, and Community Services Units.

Personal equipment shall not be used to conduct St. John business on Branch property. The computers, hardware, software, related equipment such as printers and scanners used on branch property should only be those owned by St. John Council for Ontario. Annually the Provincial MIS department will confirm the IT status with each Administrative Centre and its Supported Branches.

All software for use in on-site computers shall be licensed with the disks retained on site. Only St. John approved software should be loaded into the branch systems.

The Respect in the Organization policy must be respected at all times. If inappropriate material is identified on the system, the user must report this immediately to his/ her supervisor.

Branches are required to contact the Provincial Office/MIS prior to any configuration changes to hardware and software.

¹¹³ Ref. – Legal Authority Mission



Financial Management: Financial Institution

		OR 07 – FM4
1 December 2004		Page 1 of 1

Council for Ontario Board of Directors have approved the Bank of Montreal as the financial institution to be used by Council and Administrative Centres on behalf of their Supported Branches.

Council's arrangement with the Bank of Montreal established various banking options with respective costs and benefits based upon the number of transactions. These are:

- Routine Community Accounts
- Tier 1 SJA Branch Business Accounts
- Tier 2 SJA Branch Business Accounts

For details and further information related to the St. John Council for Ontario agreement with the Branch of Montreal staff should contact the Provincial Office Accounting Department.



Financial Management: Fund Development – Authority

		OR 07 – FM5
1 December 2004		Page 1 of 2

A strong National fund development program will not only result in new revenue to support programs and services but will increase public awareness of the organization throughout Canada.

National Office has had fundraising policies on place since 1982. The fundraising initiatives consisted of national corporate appeals, solicitation of foundations that define a national scope as their area of interest, as well as an internal appeal directed to Members of the Order for the Bursary Program. National has also had experience in List Acquisition appeals to build their external donor database through annual (or more frequent) solicitation of persons on the external donor database. The National Fund Development Program is under revision.

Council and the Administrative Centres, working with their Supported Branches, are permitted to conduct fund development programs within their jurisdiction. There must be consultation with the other Administrative Centres and Council BEFORE any fund development initiative is implemented.

All monies raised by fund development efforts will be dedicated to funding in that community.¹¹⁴ If the Administrative Centre conducts a funding program on behalf of the Supported Branches and the appeal covers the area within their jurisdiction there must be an allocation of revenue raised to each Supported Branch. If the funding program is local, conducted by the branch, the revenues remain with that branch.

Branches designated Administrative Centres, on behalf of their Supported Branches should include any fund development plans in their annual Business Plan and Budget¹¹⁵ submission. In situations where any of the plans include appeals that have national or provincial scope the Administrative Centre should submit a notice of intent by email to the Manager Branch Liaison who will review the intent with the CEO to determine if the proposed initiative is appropriate for development and inclusion in the Administrative Centre Business Plan. As appropriate, the CEO will be required to consult with National and other Councils. Council will then so advise the Administrative Centre. This will avoid duplication of activities. These fundraising activities could include for example:

- Corporate Appeals
- Corporate Sponsorship/Endorsement/Branding¹¹⁶
- Foundation Appeals
- Prospecting (List Acquisition)

¹¹⁴ Ref. *Our Way Ahead* – Strategic Direction - Highlights

¹¹⁵ Ref. Financial Management –Business Plan and Budget

¹¹⁶ Ref. Financial Management-Sponsorship



Financial Management: Fund Development – Authority		
		OR 07 – FM5
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All contracts related to the specific area of fund development must be sent to the Manager Branch Liaison for review with the CEO to determine who has final authority to sign the agreement.

Any Council, Administrative Centre, Branch volunteer, or staff who contravenes this requirement will be held personally responsible.

Approval of the Business Plan and Budget by Council will be approval of any fund development plans included in the documents.

All fund development collateral with SJA branding must have National trademark approval.¹¹⁷

All fund development must comply with CRA (Previously called Revenue Canada) legislation.¹¹⁸

¹¹⁷ Ref. Legal Authority Corporate Design - Overview

¹¹⁸ Ref. Legal Authority Charitable Registration Number



Financial Management: Fund Raising – Strategies

		OR 07 – FM6
1 December 2004		Page 1 of 1

The Council for Ontario Board of Directors requires **Branches designated Administrative Centres / Supported Branches** to ensure that their respective fund raising strategies:

- Maximize returns by identifying the most effective appeal process that will provide financial benefit to support training and community services.
- Minimize financial and human resources investment.
- Minimize financial risk to the organization.
- Provide and opportunity for Council, Administrative Centres/ Branches and affiliated Community Services Units to develop an effective communication link with donors and prospective donors and within St. John.
- Maintain a database that prevents alienation of donors by reducing the number of possible duplicate appeals.
- Ensure compliance with office tax receipting policies¹¹⁹.
- Maintain a monitoring and evaluation program to ensure that funds are financially recorded as revenue and recorded as disbursement in support of Council, Administrative Centres/ Branches or defined purposes.

All Branches are required to ensure that donors are recorded in the National database (Unity System) so that the profile of donors can be updated to reflect their current level of support to St. John and any other donor related information.

Access and use of the database must comply with privacy legislation.¹²⁰

All fund raising programs that require contractual agreements must be developed in consultation with Provincial Office.¹²¹

For information on National Fund Development (Raising) refer to the St. John Ambulance intranet (<http://intranet.sja.ca>)

¹¹⁹ Ref. Legal Authority Charitable Registration Number

¹²⁰ Ref. Legal Authority Privacy Legislation

¹²¹ Ref. Financial Management Fund Development – Authority



Financial Management: Monthly Financial Reporting

		OR 07 – FM7
1 December 2004		Page 1 of 1

All Branches will conduct their financial affairs in a business like manner, submitting Business Plans, and budgets¹²² annually to provincial office and maintaining an accounting system that provides monthly income operating statements and related balance sheet.

Administrative Centres are encouraged to use a centralized accounting system that ensures timely and accurate financial records for respective branches.

Administrative Centres are required to distribute monthly income and balance statements to branches in their cluster.

Quarterly the income statement and balance sheets are to be consolidated and sent, on the appropriate template, to provincial office, by the Administrative Centre attention, Manager Branch Liaison for review with the Chief Executive Officer. Copies should be sent to the Supported Branch Boards and reviewed with Board representatives (teleconferencing is encouraged where distance and travel expenses are concerns).

The Administrative Centre is required to attach to the monthly and quarterly reports, written explanation related to any variance that shows a greater than 10% increase or decrease from the approved budget.

At year-end these reports are to be used for audit purposes.

The quarterly reports are used to determine the revenue sharing rebate.¹²³

¹²² Ref. Forms

¹²³ Ref. Financial Management Revenue Sharing



Financial Management: Provincial Sales Tax, Goods and Service Tax

		OR 07 – FM8
1 December 2004		Page 1 of 1

Provincial Sales Tax (#3483-6993)

There is no P.S.T. on sales to customers of books, rental of ACTARS, room rental, equipment rental, and replacement of certificates.

Note: There is P.S.T. charged on certificates since the Administrative Centre/ Supported Branch is the end user of this product.

There is P.S.T. (and G.S.T., if not exempt) on the sales of first aid kits and supplies to customers.

St. John Council for Ontario has the responsibility to administer the collection and remittance of this tax. Administrative Centres/ Supported Branches should ensure that when supplies are sold, they charge and collect P.S.T. at 8% on the selling price. The P.S.T. collected should be recorded and a Schedule PST-1 completed quarterly and submitted to Council along with amount to be remitted by the 20th day of the month following each quarter. Proper records should be maintained as they are subject to government audit.

Copies of the Schedule PST-1 can be obtained from Council Accounting Department that is responsible for collecting this information and remitting on behalf of Council.

Goods and Service Tax

If a Branch designated an Administrative Centre / Supported Branch is a “small supplier” i.e. there are taxable inputs purchased of less than \$50,000 and annual revenues of less than \$250,000 they are exempt and do not have to charge G.S.T. Otherwise G.S.T. has to be charged.

There is no G.S.T. charged on training classes given.

Branches designated Administrative Centres, through centralized accounting for Supported Branches, can claim a 50% rebate of G.S.T. paid on input purchases. Each Branch designated an Administrative Centre, through centralized accounting, will file each Supported Branches’ own G.S.T. return using the appropriate version of the GST number 10802 2237 RT00XX. The Branch designated an Administrative Centre can confirm this number with provincial office accounting department.

There is a G.S.T. charge on virtually everything else (other than training classes above) sold to customers, unless the branch is G.S.T. exempt (see above) and can document that fact.

Note: There are exemptions for charging G.S.T., including sales of first aid kits to the provincial government, Indians and Indian Bands, providing proof of exemption is obtained.



Financial Management: Revenue Sharing

		OR 07 – FM9
1 December 2004		Page 1 of 1

All Branches, conduct their financial affairs in a business like manner, submitting Business Plans, and budgets¹²⁴ annually to provincial office and maintaining an accounting system that provides monthly income operating statements and related balance sheet.

Revenue Sharing, commonly referred to as Ontario Council assessment, is a budget line item.

Revenue sharing is:

- A monthly-allocated cost based on gross training and product sales revenues.
- Calculated as a percentage of gross training and product sales revenue.
- Invoiced to each Branch designated an Administrative Centre on behalf of their Supported Branch(es) monthly based on the budget gross training and product sales revenues by the Provincial Office Accounting Department. Branches designated Administrative Centres, on behalf of their Supported Branches, can ask to have the rate calculated on their monthly submission of actual gross sales revenues.
- Adjustments (debit and credits) are calculated quarterly based on the accounting department’ comparison of branch payment of the invoiced amount based on budget and actual gross sales figures.

Branches designated Administrative Centres, on behalf of their Supported Branches, are required to submit quarterly consolidated financial statements¹²⁵ using the current budget template to the attention of the Manager Branch Liaison, Provincial Office. These should report, YTD and budget. These are to be submitted 30 days after the month-end.

Branches designated Administrative Centres are expected to pay the Revenue Sharing invoice within 10 days of the end of each month.

Annually, as part of the council budget that incorporates the national assessment rate, the Council Board of Directors approves the revenue sharing percentage.

Council for Ontario is required to submit the national assessment payment to National Office, monthly, as per the Memorandum of Understanding that is applicable to all Councils and territories as the source definition of the revenue sharing policy.

¹²⁴ Ref. Forms

¹²⁵ Ref. Financial Management Monthly Financial Reporting



Financial Management: St. John Lands and Buildings

		OR 07 – FM10
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Because Council for Ontario is financially and legally responsible¹²⁶ for the actions of Administrative Centres, Branches and Community Services Units, pre-authorization for property contract is required. Land and buildings are property of St. John Council for Ontario as it is the incorporated body.

Before negotiating formal contracts, the Branches designated Administrative Centres / Supported Branches through the Chief Executive Officer, Council for Ontario contact the Ontario Council Chair of the Finance Committee to present intent.

Prior to execution, Branches designated Administrative Centres / Supported Branches must submit, in writing, to Council for Ontario:

- All proposed offers to lease including any proposed donation of sites
- Leases
- Offers to purchase
- Agreements of purchase and sale
- Proposed construction or major alterations related to any type of premises used by the branch or community services.

Included in the submission should be, as applicable:

- Case to support property proposal with financial statements for the last two years and budget projections for the following two years.
- Survey
- Site appraisal by qualified appraiser not a letter of opinion from a real estate agent.
- Legal description of the property
- Proposed agreement
- Plans and specifications
- Confirmation that the proposal complies with all local by-laws and regulations
- Any related quotes in the case on construction or renovation

All costs including legal, surveys, real estate costs, incurred are those of the Branch designated an Administrative Centre / Supported Branch. The Branch designated an Administrative Centre / Supported Branch is accountable for annual insurance¹²⁷ coverage and costs.

Any person representing the Branch designated an Administrative Centre, Supported Branch, or Community Services Unit, volunteer or staff member, who contravenes this requirement, will be held personally responsible.

¹²⁶ Reference Legal Authority

¹²⁷ Reference Insurance Manual



Financial Management: Sponsorship/ Endorsement/Branding

		OR 07 – FM11
1 December 2004		Page 1 of 2

The purpose of a Sponsorship / Endorsement / Branding policy is to:

- Ensure that the organization has written criteria for positive development of alliances with corporations for the purpose of raising funds for the organization;
- Ensure that the alliance will create a non-controversial and/ or positive image of the organization; and,
- Ensure that there are proper resources and action plans to support an alliance.

A corporate sponsorship is a contracted partnership between the organization and a corporation, designed to benefit both parties. The partnership is, most frequently, marketing oriented and is built around a specific program or service of the organization.

Corporate sponsorship includes the endorsement of a company or a product by St. John or a company sponsoring St. John programs or the raising of funds to donate to the organization.

St. John Ambulance will seek sponsorship from organizations practicing good business ethics. Only companies whose activities, products, or services that are deemed compatible with the mandate, goals, and sensibilities of St. John will be considered.

Corporations that endanger, or are perceived to endanger public morals, the environment or health, or corporations that are not practicing fairness in their dealings internally or externally, will be excluded from any alliance with St. John with respect to sponsorship.

National Office, in consultation with the Council CEO will approve the sponsorship/ endorsement.

Branches designated Administrative Centres submitting an email outlining sponsorship intent to the Manager Branch Liaison for review with the CEO, should include the following information:

- Nature and product(s) / services of the company
- Information on the company’s history and ownership
- Reason for the company interest in the organization
- The program/event related to the alliance
- Principles of the company including any outside advertising or communication agency working for the company
- Proposed level of sponsorship and expect length of the alliance
- Company expectations of performance of the organization



Financial Management: Sponsorship / Endorsement / Branding		
		OR 07 – FM11
1 December 2004		Page 2 of 2

Points to consider are the willingness of the company to:

- Enter into a multi-year agreement
- Test market alliance
- Financial commitment
- Type of promotion
- Responsibilities of the organization to the company and reciprocal arrangements to be included in the contract
- St. John commitment
- Persons with final approval authority
- Termination conditions
- Revenue Sharing formula (with company and with St. John national, provincial, administrative centers and branches)

The terms and conditions of a corporate sponsorship alliance shall be embodied in a written agreement between parties.

All contracts related to Sponsorship/ Endorsement/Branding must be sent to the Manager Branch Liaison for review with the CEO to determine who has final authority to sign the agreement.

Any Branch designated an Administrative Centre / Supported Branch volunteer, or staff who contravenes this requirement will held personally responsible.

Approval of the Administrative Centre Business Plan and Budget by Council will be approval of any fund development plans included in the documents.

All fund development collateral with SJA branding must have National trademark approval.¹²⁸

All fund development must comply with CRA (Previously called Revenue Canada and Canadian Customs and Revenue Agency) legislation.¹²⁹

¹²⁸ Ref. Legal Authority Corporate Design - Overview

¹²⁹ Ref. Legal Authority Charitable Registration Number



Annual Events: Conference

		OR 08 – AE1
1 December 2004		Page 1 of 1

The purpose of the conference event is leadership and education, providing new skills learning opportunities for St. John stakeholders through a workshop format. Although an annual event in the past, the role of the conference is under continual reassessment.

The provincial event is coordinated by a conference committee ¹³⁰with provincial office staff support.

The event could be a day, two day, or week-end event as determined by the committee and as funding is available.

The conference is required to be financially self-sufficient for Council for Ontario with attendees paying a registration fee. The provincial office budget will include the annual expected revenues and expenses.

The Branch Manager at the Branch designated an Administrative Centre is accountable to ensure that all stakeholders are aware of the event and that there is a fair and equitable representation at the conference and at workshops within the conference.

¹³⁰ Ref. Descriptions Committee



Annual Events: Annual Provincial Open First Aid Competition		
		OR 08 – AE2
1 December 2004		Page 1 of 1

Competition Guidelines

Each team will consist of two members, and one spare. One member will be designated captain. The spare will participate if substitution is required for a regular team member. Teams competing in the mixed categories must have both a female and male team member and may have both a male and female spare. All participants must be members of the organization they are representing. Substitution must not change the category in which the team is entered (i.e. you must substitute by gender and age category). Substitutions of team members will not be permitted in actual competition (during the scenarios) and may be granted by the Chief Judge between scenarios.

Entries for the individual category MUST be registered on the Team Entry Form. Individuals will NOT BE ALLOWED to compete, unless registered prior to the Competition. There shall be “NO” exceptions.

Age Categories for the Open are as follows, as of January 1st in the year of the competition:

- Junior – 14 years of age and under;
- Intermediate – 17 years of age and under; and,
- Senior – no age restrictions

Each participant must hold a valid First Aid Certificate (St. John Ambulance or equivalent). Type of first aid certificate must appear on the entry form. e.g. St. John Ambulance Standard First Aid. Each certificate must be valid at the time of the competition.

Teams must provide their own first aid kit and supplies. Teams must check in no later than the designated check-in time and attend the team briefing on the day of the competition.

The Competition Committee reserves the right to limit the number of entries according to space and resources available. Questions of qualifications of individuals or teams will be referred to the Chief Judge.

The official reference for scenario judging will be the current edition of the St. John Ambulance First Aid Manual. Any printed supplements in print four months or greater prior to the competition may be used as supplementary reference material. Judges are generally selected from St. John Ambulance’s instructor or patient care cadre.

Any member of the team may be designated as a patient in addition to the simulation provided. In this case the other member of the team will be scored on the first aid provided.

Complete competition details, including team entry guidelines and forms are published annually by the provincial office.



Annual Events: Annual Investiture

		OR 08 – AE3
1 December 2004		Page 1 of 1

The pageantry of today's Investiture dates back to the Crusades.

Her Majesty the Queen, Sovereign Head of the Most Venerable Order of the Hospital of St. John Of Jerusalem, gives royal sanction for admission and promotion of individuals in the Order. She is represented in Ontario by the Lieutenant Governor and Vice-Prior.

The Lieutenant-Governor and members of the procession are members of the Order of St. John Canada. Their flowing black robes bear the eight pointed white cross of St. John.

The Standard Bearer leads the procession into the Legislative Building with the Standard of the Order, which carries the representation of the Royal Crest in the quarter.

The Investiture follows the Annual General Meeting, Council for Ontario. The Investiture is a formal recognition of contributions made by people to St. John Council for Ontario. In addition to those being admitted and promoted, members are also presented with service medal and bars to service medals.

Attendance is open to all people but must be coordinated through the Manager, Board Relations:

- Within St. John Ambulance
- Associated with St. John Ambulance
- Interested in St. John Ambulance



Annual Events: St. John Week		
		OR 08 – AE4
1 December 2003		Page 1 of 1

Although not a Canada or an Ontario-wide event, Administrative Centres working with their Branches may elect to celebrate St. John Week as a media event in their community. This presents a key opportunity to inform, educate, and promote St. John Ambulance programs and services in the communities. This event is most frequently held the week prior to the Council for Ontario Annual General Meeting. Another option is the week surrounding St. John Day (24 June).

Events may include:

- Civic presentations with flag raising
- Proclamation ceremonies
- Mall display
- Fund raising events
- Workshop

The National intranet site – marketing has information that can be used to support this initiative.

[http:// intranet.sja.ca](http://intranet.sja.ca)

Any promotional materials must comply with the corporate ID standards.¹³¹

Administrative Centre Management Team / Branch Manager should include the St. John Week initiative in the annual Business Plan and Budget.

Administrative Centres may have this event centralized for the jurisdiction or may provide assistance to Supported Branches wishing to coordinate a St. John Week in their branch community.

Collateral material developed locally or through Council using the corporate design is required to comply with the trademark policy.¹³²

The Administrative Centre ensures that events are in compliance with Council operating regulations (policies and procedures) and standard guidelines.

¹³¹ Ref. – Corporate Graphic Design

¹³² Ref. Legal Authority – Corporate Graphic Design - Logo



<i>Annual Events: Fellowship Overview & Annual Meeting</i>		
		OR 08 – AE5
1 December 2004		Page 1 of 2

Overview:

At least two representatives from each Fellowship Chapter attend a Fellowship Annual Meeting in May. This event is chaired by the Chair of the Council for Ontario Board Fellowship Committee.¹³³

The St. John Fellowship was formed in England on St. John Day in 1983, bringing together many small groups of former members who had been meeting for several years. The Fellowship was officially recognized on October 29, 1986 when the Grand Priory Council declared it as a Branch of the Order.

While the St. John Fellowship is designed to meet the needs of the retired Community Services and Branch members, it is not limited to only those with prior affiliation with St. John. New members can join through the invitation of a Fellowship member. The only prerequisite is that members be committed to the work of St. John and show an interest in the organization. There are no age restrictions.

The Fellowship Chapters are attached to a Branch and work in close co-operation with, and are financially accountable to the Branch and its Administrative Centre.

The Fellowship objectives are to:

- Enable people interested in St. John to keep in touch with the organization and with each other.
- Form local chapters which will arrange meeting, social events and other activities as desired by the members.
- Help former members in need, especially those who are housebound, in hospital, or in nursing homes.
- Support the activities of the foundation of the Order.

Activities may include attendance at Council events, social events, guest speakers, meeting with other Fellowship Chapters, visiting members in care, raising funds for a special purpose, within the fund development policies of the organization. No fundraising should take place until it is discussed with the Branch Board or Administrative Centre Manager.

The Fellowship recognizes the valuable role seniors play in their organization and community and provides the opportunity for retired St. John members to continue to contribute to St. John and the community as well as socialize with old and new friends.

¹³³ Ref. Committee Description - Fellowship



Annual Events: Fellowship Annual Meeting and Overview

		OR 08 – AE5
1 December 2004		Page 2 of 2

Annual Meeting:

A Fellowship Chapter should be organized with minimum administration and formality. A Chapter is organized and run by members of the Chapter committed to the work of the Order of St. John. Fellowship members hold their own meetings.

Agenda for the meeting includes approval of last meeting minutes, annual report for each Chapter, discussion, and social event.

A group of eligible members wishing to form a Chapter should first meet to discuss their interests and select a chair to guide them through the process, which includes liaison with the Administrative Centre, local Branch, and Council for Ontario Fellowship Chair. Provincial Office staff contact is Manager Branch Liaison. Once the decision has been made to form a Fellowship Chapter notice of intent is sent by the group to the Manager Branch Liaison at Provincial Office who will forward it to the Ontario Fellowship Chair. The request will then be submitted to the Council Board of Directors for endorsement to be sent to the National office with a charter request.

Fellowship Chapters are comprised of a Chair, Vice-Chair, Treasurer, Secretary who work in co-operation with an identified Administrative Centre / Branch staff person to access meeting facilities and other support as required.

For Fellowship Chapters list and contact information contact the Provincial Office Manager Branch Liaison and then the Chapter's respective Administrative Centre Manager.

Fellowship members are eligible for Honours and Awards recognition.¹³⁴

¹³⁴ Ref. Descriptions Council Committees



National Database: Unity System

		OR 09 – N1
1 December 2004		Page 1 of 1

In 2003 a national software data base system (Unity) for student registration and volunteer management was launched for implementation within all Councils and territory operations in order to improve Customer Relations Management that will result in training and community services growth.

The long-range objective of this software program is to provide clients and St. John volunteers with on-line access to training registration and volunteer management functions.

In Ontario all Administrative Centres¹³⁵ are accountable for integrating this system into the local operations. Some Administrative Centres will assign software licenses to all or selected Supported Branches. Staff will be trained as users based upon the number of Branch Unity licenses. In other cases the Administrative Centre will take on this responsibility on behalf of Supported Branches in their area.

The Branch Manager¹³⁶ at the Administrative Centre is accountable for the management of this software program which includes staff training, monitoring of data entry accuracy and timeliness, report generation as required and monthly payment of license fee to provincial office to be included with overall fee to be paid monthly by Council to National office.

Council for Ontario will also have staff identified as users responsible for maintaining the database related to provincial office functions. Provincial office will be required to pay for license fees used at provincial office.

Software license maintenance costs are the responsibility of each Branch.

Council, Administrative Centres and Branches are required to have computer hardware in accordance with the Unity System specifications.

For information contact the Unity Project Manager at Provincial office.

¹³⁵ Ref. Document 22 November 2002 *Our Way Ahead* (listing of Administrative Centres and respective branches)

¹³⁶ Ref. – Descriptions, Staff



Board Description - Council

TITLE: CHAIR	MEMBERSHIP: Elected for a 2 year-term at Council Annual Meeting
LOCATION: COUNCIL	NOTE: There is no Board Description for the Chair-Elect as the board member is support to the Chair.
PURPOSE OF THE VOLUNTEER POSITION <ul style="list-style-type: none"> • To oversee the setting of strategic direction and operating policies in consultation with Branch Boards and Administrative Centres. 	
ESSENTIAL DUTIES <ul style="list-style-type: none"> • Facilitate the defining of short term and long range Council for Ontario vision and strategic direction in compliance with the Council mandate and response to Priority of Canada vision. • Facilitate the development of an annual Business Plan that includes business objectives, goals, and tactical program and service plans to achieve the stated strategies. • In consultation with stakeholders ensure Board approval of operating regulations (policies, procedures) and expected standards for Council, Administrative Centres and Branches to use to direct their respective operations. • Delegate where possible the delivery of programs and services to the Administrative Centre and Branches to strengthen the local accountability. • Ensure that there is appropriate level and type of Board support for Administrative Centres and Branches and their respective Community Services Units to maximize their achievement of approved Business Plans. • Ensure a proactive Board monitoring and evaluating the process related to the implementation and achievements of the annual Business Plan. • Ensure that all new Board and Committee Members attend Orientation and Training sessions and that they have completed and submitted the Council Board Ratification Form to the Manager Board Liaison. • Liaise with National to provide direction, support, and consultation. 	
SCREENING <ul style="list-style-type: none"> • Interview • 2 to 3 Reference Checks • Police Reference Check with annual attestations • Orientation and Training • Regular Monitoring and Feedback 	



RISK RATING

- Vulnerability of Persons Served - Low
- Access to Property - High
- Degree of Isolation - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands - Low
- Degree of Inherent Risk - Med
- Degree of Trust -Med
- Skills and Knowledge Required - Med
- Degree of Supervision – Med-High



Board Description - Council

<i>TITLE: PAST CHAIR</i>	<i>MEMBERSHIP:</i> This person is automatically a Board member for the first year.
<i>LOCATION: COUNCIL</i>	This position chairs the Nominating Committee.
<i>PURPOSE OF THE VOLUNTEER POSITION</i> <ul style="list-style-type: none"> • Using the expertise gained as Board Chair, the Past-Chair is a key leader in the recruitment, and recognition of Council Board and Committee leadership and member volunteers. 	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none"> • As Chair of the Nominating Committee working with the committee members recruit, screen and recommend a slate of Board members for the Annual General Meeting election to achieve a strong governance Board. This recommendation is presented as the Nominating Committee Report at the Annual General Meeting. • Recruit, screen, and recommend to the Council Chair, Standing Committee Chairs who will bring expertise, networks, and new ideas to their respective committees. • Annually evaluate the effectiveness of the Standing Committees in their results related to the approved annual Business Plan and budget and submit any appropriate recommendations to the Chair for Board consideration. 	
<i>SCREENING</i> <ul style="list-style-type: none"> • Interview • 2 to 3 Reference Checks • Attestation • Orientation and Training • Regular Monitoring and Feedback 	
<i>RISK RATING</i> <ul style="list-style-type: none"> • Vulnerability of Persons Served - Low • Access to Property - Med • Degree of Isolation – Low - Med • Degree of Physical Contact - Low • Degree of Physical Demands - Low • Degree of Inherent Risk - Med • Degree of Trust -Med • Skills and Knowledge Required - Med • Degree of Supervision – Med-High 	



Board Description - Council

<i>TITLE: TREASURER</i>	<i>MEMBERSHIP:</i> This position is elected at the Council Annual Meeting for a two-year term. (renewable for a second term)
<i>LOCATION: COUNCIL</i>	This position is included in the Council Executive Committee and Chairs the Finance Committee.
<i>PURPOSE OF THE VOLUNTEER POSITION</i> <ul style="list-style-type: none">• Responsible, on behalf of the Board, for receipt, custody, and control of all assets and funds, including those of Council, the Administrative Centre, Branches, and all Community Services Units.• Note: Associated day to day accounting activities is designated to staff.	
<i>ESSENTIAL DUTIES (As Chair of the Finance Committee)</i> <ul style="list-style-type: none">• Ensure accountability and transparency of all funds received by Council, Administrative Centres and Supported Branches deposited in the chartered bank or trust company designated by the Council Board. (Bank of Montreal)• Minimize financial risk by ensuring that Council, Administrative Centres, and Supported Branches comply with financial management policies and recommend action in non-compliance situations.• Recommend actions to the Board in response to areas of budget deficit or in excess of budget. These actions should support the objective of financial stability.• With the CEO and Finance Committee prepare, distributed and present to the Board prior to year-end an annual Business Plan and Budget that support Board's mandate and maximizes financial opportunities.• Maximize investment funds.• Ensure compliance with Canada Customs and Revenue Agency regulations to maximize appropriate rebate return and prevent late charges.• Maximize investment funds for Billes and Stone allocations to the Branches.• Ensure that all records are accurate, complete and made available to the auditor in order to have a completed audit report for the Council Annual General Meeting.	
<i>SCREENING</i> <ul style="list-style-type: none">• Interview• 2 to 3 Reference Checks• Attestation following initial Police Check• Orientation and Training• Regular Monitoring and Feedback	



RISK RATING

- Vulnerability of Persons Served - Low
- Access to Property - Med
- Degree of Isolation – Low - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands - Low
- Degree of Inherent Risk - Med
- Degree of Trust - High
- Skills and Knowledge Required - Med
- Degree of Supervision – Med-High
- Auditor supervision



Board Description - Council

<i>TITLE: VICE-CHAIR BRANCH LIAISON</i>	<i>MEMBERSHIP</i> This position is elected at the Council Annual Meeting for a two-year term. (possible one year extension)
<i>LOCATION: COUNCIL</i>	This position is included in the Council Executive Committee, Council Honours and Awards Committee and Nominating Committee.
<i>PURPOSE OF THE VOLUNTEER POSITION</i> Responsible to the Council Board for: <ul style="list-style-type: none"> • Effective and efficient operations of St. John Branches throughout the province in accordance with Council for Ontario policies and procedures (regulations) ; and, • Effective and efficient operation of the Provincial Management Team (PMT) consisting of Vice-Chair Branch Liaison, Vice-Chair Community Services and Chief Executive Officer- and acting as Chair of that Team. 	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none"> • Attend Council for Ontario Board meeting, preparing reports related to the operations of Branches with the result of reducing Board’s level of reactive intervention and increasing proactive support. • Provide advice and recommendations to the Board on strategic direction of Branch operations to maximize operation opportunities and to minimize financial or other risks. • Convene meetings of the PMT to respond to areas of concern identified by the Administrative Centre Management Team (Branch Chair, Regional Community Services Coordinator, and Branch Manager) in order to implement timely appropriate resolution. • In conjunction with the CEO, provide direction to and receive information from the Manager Branch Liaison to monitor and support Branch compliance to operating regulations (policies and procedures). • Provide direction and support to Branches with financial and personnel management, public service initiatives, training and service delivery standards, membership development and membership recognition systems. • Fostering productive Branch/ Community Service relations. 	
<i>KNOWLEDGE, SKILLS AND EXPERIENCE</i> <ul style="list-style-type: none"> • Experience in volunteer sector management and support. • Progressive, related management experience, including Branch leadership experience. • Current information management experience e.g. computer skills. • Excellent communication and interpersonal skills. • Solid organizational and problem-solving capabilities. • Able to meet deadlines and demonstrate adaptability. • Perform in team situations and demonstrate a dynamic, energetic leadership style. • Able to adapt to a flexible volunteer schedule that includes daytime, evening and week-end commitments. • Willingness and ability to travel province-wide (including multiple trips to Toronto.) 	



SCREENING

- Interview
- 2 to 3 Reference Checks
- Attestation following initial Police Check
- Orientation and Training
- Regular Monitoring and Feedback

RISK RATING

- Vulnerability of Persons Served - Low
- Access to Property - Med
- Degree of Isolation – Low - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands - Low
- Degree of Inherent Risk - Med
- Degree of Trust - High
- Skills and Knowledge Required - Med
- Degree of Supervision – Med-High



Board Description - Council

<p><i>TITLE: VICE-CHAIR COMMUNITY SERVICES (Provincial Commissioner)</i></p>	<p><i>MEMBERSHIP</i> This position is elected at the Council Annual Meeting for a two-year term. (possible one-year extension)</p>
<p><i>LOCATION: COUNCIL</i></p>	<p>This position is included in the Council Executive Committee, Chairs the Provincial Community Services Committee.</p>
<p><i>PURPOSE OF THE VOLUNTEER POSITION</i></p> <p>Responsible to the Council Board for: Effective direction and coordination of Community Services in Ontario including:</p> <ul style="list-style-type: none"> • Effective and efficient operations of St. John Community Service operations throughout the province, in accordance with Council for Ontario Directives and Instructions • Effective and efficient functioning, as a participant, of the Provincial Management Team (PMT, consisting of Vice-Chair, Branch Liaison, Vice-Chair, Community Service, and Chief Executive Officer) 	
<p><i>ESSENTIAL DUTIES</i></p> <ul style="list-style-type: none"> • Providing direction and support on Community Service-related matters to Branches and their affiliated Community Services Units within Ontario. • Actively participating as: <ul style="list-style-type: none"> ➢ a Vice-Chair of the Ontario Board of Directors and member of the Provincial Management Team; ➢ Chair of the Provincial Community Services Committee; ➢ a member of other Council committees as designated; and ➢ a contributing member of ad hoc committees and working groups, as required. • The direction and development of senior provincial Community Services volunteers, including related performance management. • Delegating support activities to senior provincial Community Services-related volunteers and the volunteer Community Services leadership network. • The effective support of St. John Ambulance operations at major public events, emergency situations. • Publicly representing the St. John Council for Ontario, and the Community Services component at special events e.g. public gatherings, honours and awards functions, etc. • Fostering improved internal St. John Ambulance relations. • Maintaining a liaison with support staff at the Provincial Office. 	



KNOWLEDGE, SKILLS AND EXPERIENCE

- Experience in volunteer sector management and support.
- Progressive related management experience, including Brigade leadership experience.
- Brigade operational experience.
- Excellent communication and interpersonal skills.
- Current information management experience (e.g. computer skills).
- Solid organizational and problem solving capabilities.
- Able to meet deadlines and demonstrate adaptability.
- Perform in team situations and demonstrate dynamic and energetic leadership.
- Able to adapt to a flexible volunteer schedule that includes daytime, evening and week-end commitments.
- Willingness and ability to travel province-wide (including multiple trips to Toronto).

SCREENING

- Interview
- 2 to 3 Reference Checks
- Attestation following initial Police Check
- Orientation and Training
- Regular Monitoring and Feedback

RISK RATING

- Vulnerability of Persons Served - Low
- Access to Property - Med
- Degree of Isolation – Low - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands - Low
- Degree of Inherent Risk - Med
- Degree of Trust - High
- Skills and Knowledge Required - Med
- Degree of Supervision – Med-High



Board Description* Branch designated an Administrative Centre

TITLE: BOARD CHAIR	MEMBERSHIP * This is the Branch Board of the Branch designated as an Administrative Centre and as such has a dual role.
LOCATION: BRANCH	This position is elected annually at the Branch Annual Meeting. (maximum three successive terms)
REPORTS TO: BRANCH BOARD	There is no Board Description for the Vice-Chair as the board members is support to the Chair.
PURPOSE OF THE VOLUNTEER POSITION <ul style="list-style-type: none"> • Has dual role of Branch Chair and Branch Chair of the Administrative Centre to be responsible for the Branch operations and for the Administration Centre operations. • Lead the Administrative Centre Management Team 	
ESSENTIAL DUTIES <ul style="list-style-type: none"> • Call and chair board meetings ensuring that meetings are run effectively to achieve compliance with St. John operating regulations (policies and procedures). • Facilitate the development of an annual Branch and Administrative Centre Business Plan that includes business objective, goals, and tactical program and service plans to achieve Council strategies maximizing operational opportunities and reducing financial risk in administrative support to branches. • Oversee financial and operating results of the branch and of the designated Administrative Centre ensuring compliance with the approved Branch and Administrative Centre Business Plans and Budgets to ensure financial stability. • Oversee the co-ordination of all Standing Committees of the Board to ensure that their terms of reference are being met and there is a succession plan in place. • Represent the Administrative Centre at meetings and important matters that affect the Centre and its supported Branches. • Ensure that the Board oversees the staff implementation of all branch Human Resources policies and procedures within the managed area. 	
SCREENING <ul style="list-style-type: none"> • Application Form (Branch Board Application and Ratification Form and Personal Information Sheet) • Interview • Signed Agreement (including Code of Conduct) • 2 to 3 Reference Checks • Police Reference Check, if not already on file and annual attestation • Orientation and Training • Regular Monitoring and Feedback 	



RISK RATING

- Vulnerability of Persons Served - Low
- Access to Property - High
- Degree of Isolation - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands - Low
- Degree of Inherent Risk - Med
- Degree of Trust - Med
- Skills and Knowledge Required - Med
- Degree of Supervision – Med-High



Board Description* Branch designated an Administrative Centre

<p>TITLE: BOARD PAST CHAIR</p>	<p>MEMBERSHIP *This is the Branch Board of the Branch designated as an Administrative Centre and as such has a dual role.</p>
<p>LOCATION: BRANCH</p>	<p>This person is automatically a Board member and as such is a member of Branch Board Executive. Chair of the Board Nominating Committee.</p>
<p>REPORTS TO: BRANCH BOARD*</p>	
<p>PURPOSE OF THE VOLUNTEER POSITION</p> <ul style="list-style-type: none"> • Using the expertise gained as Board Chair, the Past-Chair is a key leader in the recruitment, screening, and recognition of Board and Committee leadership and member volunteers. 	
<p>ESSENTIAL DUTIES</p> <ul style="list-style-type: none"> • As Chair of the Nominating Committee working with the committee members recruit, screen and recommend a slate of Board members for the Branch Annual Meeting and Board election to achieve a strong governance board. • Recruit, screen, and recommend to the Chair, Standing Committee Chairs who will bring expertise, networks, and new ideas to the Board. • Annually evaluate the effectiveness of the Committee Chairs and their members in achieving results related to their respective areas in the approved Branch and Administrative Centre Business Plans. • As a member of the Branch Honours and Awards Committee ensure Branch compliance with the Honours and Awards policies and procedures related to volunteer recognition. 	
<p>SCREENING</p> <ul style="list-style-type: none"> • Application Form (Branch Board Ratification Form) • Interview • Signed Agreement (Branch Board Ratification Form) • 2 to 3 Reference Checks • Attestation • Orientation and Training • Regular Monitoring and Feedback 	



RISK RATING

- Vulnerability of Persons Served - Low
- Access to Property - Med
- Degree of Isolation – Low - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands - Low
- Degree of Inherent Risk - Med
- Degree of Trust -Med
- Skills and Knowledge Required - Med
- Degree of Supervision – Med-High



Board Description* Branch designated an Administrative Centre

TITLE: TREASURER	MEMBERSHIP *This is the Branch Board of the Branch designated as an Administrative Centre and as such has a dual role.
LOCATION: BRANCH	This position is elected annually at the Branch Meeting.
REPORTS TO: BRANCH BOARD*	This position is included in the Board Executive Committee and Chairs the Resources (Finance Committee)
PURPOSE OF THE VOLUNTEER POSITION <ul style="list-style-type: none"> • Responsible, on behalf of the Board, for receipt, custody, and control of all assets and funds, including those of the Administrative Centre, Branches, and all Community Services Units. • Note: Associated day to day accounting activities is designated to staff. 	
ESSENTIAL DUTIES <ul style="list-style-type: none"> • Minimize financial risk by ensuring that Administrative Centre, Branches, and Community Services comply with financial management operating regulations (policies and procedures). • Recommend actions to the Board in response to areas of budget deficit or in excess of budget based upon financial statements, submitted monthly to Branches and quarterly to Council, Manager Branch Liaison. • With the Branch/ Administrative Centre Manager prepare, distribute and present to the Board prior to year-end an annual Branch and Administrative Centre Business Plan and Budget that supports Board's mandate and maximizes financial opportunities. • Maximize investment funds. • Ensure compliance with Canada Customs and Revenue Agency regulations. • Support the submission of funding grants including Billes, Stone, and external grants such as United Way and Trillium to obtain new revenue for the branch. • Submitted Board approved year-end audit by the deadline to Council. 	
SCREENING <ul style="list-style-type: none"> • Application Form (Branch Board Ratification Form) • Interview • Signed Agreement (Branch Board Ratification Form) • 2 to 3 Reference Checks • Attestation if Police Check on file • Orientation and Training • Regular Monitoring and Feedback 	



RISK RATING

- Vulnerability of Persons Served - Low
- Access to Property - Med
- Degree of Isolation – Low - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands - Low
- Degree of Inherent Risk - Med
- Degree of Trust - High
- Skills and Knowledge Required - Med
- Degree of Supervision – Med-High



Board Description* Branch designated an Administrative Centre

TITLE: SECRETARY	MEMBERSHIP: *This is the Branch Board of the Branch designated as an Administrative Centre and as such has a dual role.
LOCATION: BRANCH	This position is elected annually at the Branch Annual General Meeting.
REPORTS TO: BRANCH BOARD*	This position is included in the Board Executive Committee.
<p>PURPOSE OF THE VOLUNTEER POSITION</p> <ul style="list-style-type: none"> • To provide secretarial support to the Branch Board • NOTE: A number of these duties may be delegated to staff. The responsibilities can vary from a ‘recording’ secretary to a ‘corporate’ secretary, commensurate with the individual’s capabilities and the Board’s wishes. 	
<p>ESSENTIAL DUTIES</p> <ul style="list-style-type: none"> • Record, prepare, and distribute Branch Board meeting agenda packages and minutes. Distribute agenda package and minutes related to the Administrative Centre to Supported Branches within one week of meeting. Copy to Council Manager Branch Liaison. • Prepare reports as required. • Maintain a filing system to provide access to board minutes, reports and support documents. • Maintain branch membership record and confirm voting quorum at the Annual Meeting or General Meeting. Prepare correspondence for and on behalf of the Branch Board. 	
<p>SCREENING</p> <ul style="list-style-type: none"> • Application Form (Branch Board Ratification Form) • Interview • Signed Agreement (Branch Board Ratification Form) • 2 to 3 Reference Checks • Attestation if Police Check already on file • Orientation and Training • Regular Monitoring and Feedback 	



RISK RATING

- Vulnerability of Persons Served - Low
- Access to Property - Med
- Degree of Isolation – Low - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands - Low
- Degree of Inherent Risk - Med
- Degree of Trust -Med
- Skills and Knowledge Required - Med
- Degree of Supervision – Med-High



Board Description – Supported Branch

<i>TITLE: BOARD CHAIR</i>	<i>MEMBERSHIP</i> Administrative support to the branch is provided by the Administrative Centre.
<i>LOCATION: BRANCH</i>	This position is elected annually at the Branch Annual Meeting. (max three consecutive one-year terms)
<i>REPORTS TO: BRANCH BOARD</i>	There is no Board Description for the Vice-Chair as the board members is support to the Chair.
<i>PURPOSE OF THE VOLUNTEER POSITION</i> <ul style="list-style-type: none">• Responsible for the Branch operations in accordance with Council operating regulations (policies and procedures) to ensure achievement of defined Administrative/ Branch goals.	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none">• Call and chair board meetings ensuring that meetings are run effectively and in compliance with St. John operating regulations.• Monitor the implementation of the approved annual Administrative Centre Business Plan that includes business objective, goals, and tactical program and service plans to support the branch.• Review financial and operating results of the designated Administrative Centre as reported by the Administrative Centre to ensure compliance with the approved Branch and Administrative Centre Business Plans and Budgets.• Oversee the co-ordination of all Standing Committees (Community Services, Honours and Awards, Membership and Community Relations) of the Board to ensure that their terms of reference are being met and there is a succession plan in place.• Represent the Branch at any meeting of the Board of the Administrative Centre.	
<i>SCREENING</i> <ul style="list-style-type: none">• Application Form (Branch Board Ratification Form)• Interview• Signed Agreement (including Code of Conduct)• 2 to 3 Reference Checks• Police Reference Check, if not already on file• Attestation• Orientation and Training• Regular monitoring and feedback	



RISK RATING

- Vulnerability of Persons Served - Low
- Access to Property - High
- Degree of Isolation - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands - Low
- Degree of Inherent Risk - Med
- Degree of Trust - Med
- Skills and Knowledge Required - Med
- Degree of Supervision – Med-High



Board Description – Supported Branch

TITLE: BOARD PAST CHAIR	MEMBERSHIP Administrative support to the Branch is provided by the Administrative Centre.
LOCATION: BRANCH	This person is automatically a Board member and Chair of the Board Membership (Nominating) Committee.
REPORTS TO: BRANCH BOARD	
PURPOSE OF THE VOLUNTEER POSITION <ul style="list-style-type: none"> • Using the expertise gained as Board Chair, the Past-Chair is a key leader in the recruitment, screening, and recognition of Board and Committee leadership and member volunteers. 	
ESSENTIAL DUTIES <ul style="list-style-type: none"> • As Chair of the Nominating Committee working with the committee members recruit, screen and recommend a slate of Board members for the Branch Annual Meeting and Board election to achieve a strong governance board. • Recruit, screen, and recommend to the Chair, Standing Committee Chairs (Community Services, Honours and Awards and Community Relations, Membership/Nominating and Community Relations) who will bring expertise, networks, and new ideas to the Board. • Annually evaluate the effectiveness of the Committee Chairs and their members in achieving results related to their respective areas in the approved Branch Business Plans. • As a member of the Branch Honours and Awards Committee ensure Branch compliance with the Honours and Awards policies and procedures related to volunteer recognition. 	
SCREENING <ul style="list-style-type: none"> • Application Form (Branch Board Ratification Form) • Interview • Signed Agreement (Branch Board Ratification Form) • 2 to 3 Reference Checks • Attestation • Orientation and Training • Regular Monitoring and Feedback 	



RISK RATING

- Vulnerability of Persons Served - Low
- Access to Property - Med
- Degree of Isolation – Low - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands - Low
- Degree of Inherent Risk – Low - Med
- Degree of Trust -Med
- Skills and Knowledge Required - Med
- Degree of Supervision – Med



Board Description – Supported Branch

TITLE: SECRETARY	MEMBERSHIP Administrative support to the Branch is provided by the Administrative Centre.
LOCATION: BRANCH	This position is elected annually at the Branch Annual Meeting.
REPORTS TO: THE BRANCH BOARD	
PURPOSE OF THE VOLUNTEER POSITION <ul style="list-style-type: none"> • Provide secretarial support to the Branch Board • NOTE: A number of these duties may be delegated to staff. The responsibilities can vary from a ‘recording’ secretary to a ‘corporate’ secretary, commensurate with the individual’s capabilities and the Board’s wishes. 	
ESSENTIAL DUTIES <ul style="list-style-type: none"> • Prepare correspondence for and on behalf of the Branch Board. • Record, prepare, and distribute Branch Board meeting agenda packages and minutes. Distribute agenda package and minutes to Board members and to the Branch Board Chair of the Administrative Centre within one week of meeting. Copy to Council Manager Branch Liaison. • Prepare reports as required. • Maintain a filing system to provide access to board minutes, reports and support documents. • Maintain branch membership record and confirm voting quorum at the Annual Meeting or General Meeting. 	
SCREENING <ul style="list-style-type: none"> • Application Form (Branch Board Ratification Form) • Interview • Signed Agreement (Branch Board Ratification Form) • 2 to 3 Reference Checks • Attestation if Police Check already on file • Orientation and Training • Regular Monitoring and Feedback 	



RISK RATING

- Vulnerability of Persons Served - Low
- Access to Property - Med
- Degree of Isolation – Low - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands - Low
- Degree of Inherent Risk - Low
- Degree of Trust -Med
- Skills and Knowledge Required - Med
- Degree of Supervision – Med



Committee Description – Generic Chair**

<i>TITLE: COMMITTEE CHAIR</i>	<i>MEMBERSHIP:</i> **This is a generic committee chair description and can be customized for any committee.
<i>LOCATION: COUNCIL AND BRANCHES</i>	This position is applicable for Standing Committees of Council, and Branch Boards.
<i>REPORTS TO: BOARD</i>	This position reports to the Board.
<i>PURPOSE OF THE POSITION</i> <ul style="list-style-type: none">• Provide leadership to members of the committee in order to support the committee's function in compliance with the approved business plan and the organizations policies and procedures.	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none">• Act as spokesperson for the Committee.• Call committee meetings on a regular basis, reporting on committee activities to the Board as required.• Ensure agenda and meeting minutes are developed and approved for distribution.• Provide leadership and oversee activities of the committee in its responsiveness to the planning, implementation and achievement of results of approved Business Plans and budgets supporting the approved strategies.• Formulate and recommend policies and procedures related to the committee area of interest to the Board.• Ensure compliance with all Council approved policies and procedures.	
<i>SCREENING</i> <ul style="list-style-type: none">• Application Form• Interview• Signed Agreement (Branch Board Ratification Form)• 2 to 3 Reference Checks• Attestation if Police Check already on file• Orientation and Training• Regular Monitoring and Feedback	



RISK RATING

- Vulnerability of Persons Served - Low
- Access to Property – Low - Med
- Degree of Isolation – Low - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands - Low
- Degree of Inherent Risk - Low
- Degree of Trust –Low - Med
- Skills and Knowledge Required - Med
- Degree of Supervision – Med



Committee Description - Council

<i>TITLE: EXECUTIVE COMMITTEE</i>	<i>MEMBERSHIP:</i> Chair, Vice-Chair Community Services, Vice-Chair Branch Liaison, Past Chair, Treasurer
<i>LOCATION: COUNCIL</i>	
<i>REPORTS TO: COUNCIL BOARD OF DIRECTORS</i>	Staff support is CEO.
<i>PURPOSE OF THE COMMITTEE</i> <ul style="list-style-type: none">• Will have all powers of the Board in respect of the management and direction of the Business and affairs of Council for Ontario save and except only those which, by law, may not be delegated.	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none">• Acts on behalf of the Board, between meetings, making those decisions that cannot wait until the next scheduled meeting of the Board. All decisions made outside the Board require Board ratification.• All actions taken or authorized by the Executive Committee shall be reported to the Board at the next meeting thereof.• In consultation with the CEO monitor the implementation of the Board approved Business Plan and budget and recommend any adjustments as appropriate.• Identifies and recommend to the board a planning process that supports the development of short term and long-range strategic planning. Provide support to the implementation of approve Board planning process.• Makes yearly evaluation of the Chief Executive Officer's duties, performance, and salary range and make policy decisions concerning Personnel matters.• Decides date and focus of the Annual Meeting and assigns responsibility to the appropriate committee(s).• Assigns responsibility for various activities to committee, monitors and approves the actions of committees.• Other activities as required.	



Committee Description - Council

<i>TITLE: ANNUAL MEETING/INVESTITURE COMMITTEE</i>	<i>MEMBERSHIP:</i> Chair, Senior V-Chair and 4 or more members Skills and knowledge related to this event mandate and event management.
<i>LOCATION: COUNCIL</i>	<i>FREQUENCY: AS REQUIRED</i>
<i>REPORTS TO: COUNCIL BOARD OF DIRECTORS</i>	Staff support is assigned by CEO
<i>PURPOSE OF THE COMMITTEE</i> <ul style="list-style-type: none">• To plan and implement the Annual Meeting and Investiture and other activities during the Annual Meeting week-end for St. John Ambulance in Ontario.	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none">• Plans and implements Annual General Meeting and Investiture event to be held annually in accordance with the approved Council Business Plan and budget• Ensures compliance with provincial and national policies and guidelines.• Selects and book venue.• Prepares and distributes mailing pieces, announcements, registration forms.• Develops and co-ordinates program participants.• Submit budget as part of annual budget process.• Prepare post-event evaluation report and submit to Executive Committee.	



Committee Description - Council

<i>TITLE: COMPETITIONS COMMITTEE</i>	<i>MEMBERSHIP:</i> Chair, and 4 or members Skills and knowledge related to this event mandate and event management
<i>LOCATION: COUNCIL</i>	<i>FREQUENCY: MONTHLY AS REQUIRED</i>
<i>REPORTS TO: COUNCIL BOARD OF DIRECTORS</i>	Staff support is assigned by CEO.
<i>PURPOSE OF THE COMMITTEE</i> <ul style="list-style-type: none">• To organize implement the annual Council for Ontario Provincial Open First Aid Competition and be responsible for Council for Ontario awards, except those covered by the Honours & Awards Committee.	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none">• Organizes and implements the annual competition and awards (winner) presentations in accordance with approved Business Plan and budget.• Submits budget as part of annual budget process.• Ensures compliance with provincial and national policies and guidelines.• Makes recommendations for the future growth and development of the Provincial Open.• Review and update assumptions under which the Provincial Open is conducted.• Defines Rules and Qualifications for entry and arbitrate any questions of conflict.• Establishes requirements, direct and coordinate sub-committee membership appointments, and activities to ensure efficient conduct of the event, timeliness, and cost effective administration.• Prepares post-event evaluation report and submit it to Executive Committee.	



Committee Description - Council

<i>TITLE: COMMUNITY SERVICES COMMITTEE</i>	<i>MEMBERSHIP:</i> Chair Vice-Chair Community Services members represent provincial, (regional) and services (i.e., Therapy Dog) leadership.
<i>LOCATION: COUNCIL</i>	<i>FREQUENCY: QUARTERLY</i>
<i>REPORTS TO: COUNCIL BOARD OF DIRECTORS</i>	Staff support is assigned by the CEO.
<i>PURPOSE OF THE COMMITTEE</i> <ul style="list-style-type: none"> • To coordinate Community Services activities and to promote support to Community Services Units. 	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none"> • Develop, recommend and implement Board approved policies, Business Plan and budget related to the delivery of community services programs including, Therapy Dog, Youth, Patient Care, Campus Response Teams, Emergency and Civil Disaster Events and other initiatives as appropriate. • Provide advice and support to Vice-Chair Community Services with reference to policies, plans, and implementation of the annual Council Business Plan and budget. • Keep informed of Vice-Chair Community Service activities and problems. • Act as co-coordinating body for Community Services activities, ensuring compliance with national and provincial polices and procedures. • Inform and liaise as appropriate with other St. John members in Ontario. • Perform duties as assigned by the Vice-Chair Community Services. 	



Committee Description – Council

<i>TITLE: CONFERENCE COMMITTEE</i>	<i>MEMBERSHIP:</i> Chair and at least 4 other members. Skills and knowledge related to this event and event management.
<i>LOCATION: COUNCIL</i>	<i>FREQUENCY: MONTHLY</i>
<i>REPORTS TO: COUNCIL BOARD OF DIRECTORS</i>	Staff support is assigned by CEO.
<i>PURPOSE OF THE COMMITTEE</i> <ul style="list-style-type: none">• To plan, organize and implement an annual conference that is financially self-sufficient in providing an educational venue for members of St. John.	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none">• Plan, organize, and implement an annual conference in accordance with the approved Council Business Plan and budget and in accordance with organization policies and procedures.• Submit budget as part of Council budget process.• Develop program, secure speakers, moderators and other support volunteers.• Organize other support events such as social function, displays and etc.• As required conduct a fund development program to ensure financial stability.• Negotiate venue and support accommodations and meals.• Prepare a post event report to be submitted to the Board.• Maintain registration and financial records of the event.	



Committee Description - Council

<i>TITLE: FELLOWSHIP CHAPTER</i>	<i>MEMBERSHIP:</i> Chair, Vice-Chair, Secretary NOTE: At least two members of each chapter attend the Fellowship Annual Meeting. There are no other meetings of the Council Fellowship Committee.
<i>LOCATION: COUNCIL</i>	<i>FREQUENCY: ANNUALLY</i>
<i>REPORTS TO: COUNCIL BOARD OF DIRECTORS</i>	Staff support is assigned by the CEO.
<i>PURPOSE OF THE COMMITTEE</i>	
<ul style="list-style-type: none"> • To meet the needs of retired branch, council, community services members and other interested members invited to join by a Fellowship member. <i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none"> • Enable people with an interest in St. John to keep in touch with the organizations and with each other. • Assist the local chapters to arrange meetings, social events, and other activities as desired by local members. • Support Branches as appropriate to help former members in need, especially those who are housebound, in hospital or in nursing homes. • Support the activities of the foundation of the Order of St. John. • Encourage chapter members to decide on the activities they wish to attend e.g. Council for Ontario events, Administrative Centre / Branch events, training sessions, and meetings with other Fellowship Chapters. • Provide support to the Chapters should they raise funds for specific purposes. If raised externally, fund raising policies of Council for Ontario, Administrative Centre and Branches must be adhered to. • Provide support to the Fellowship Chapters affiliated with a Board of the Administrative Centre and Supported Branches in their submission of Honours and Awards nominations to the Provincial Fellowship Chair. The Provincial Fellowship Chair will contact the Fellowship Honours and Awards sub-committee to review the submissions. Admissions/Promotion submissions for Fellowship members will be approved by the Ontario Fellowship Chair. Upon such approval, they will be forwarded to the appropriate local Branch Honours & Awards Committee for review. If approved, they will be included in that Branch's Honours & Awards Submissions to Ontario Council H&A Committee. All Admissions/Promotions, without exception, must be so processed through a Branch H&A Committee. Any identified queries or concerns should be discussed between the Ontario Fellowship Chair and the particular Branch H&A Chair. Disputed submissions may be forwarded to the Ontario Council H&A Committee with a note from either side identifying concerns. The decision of the provincial H&A committee will be final. • Coordinate and Chair the Fellowship Annual General Meeting for May and request a chapter to host the event. 	



Committee Description - Council

TITLE: FINANCE COMMITTEE	MEMBERSHIP: Chair, four (4) or more members Skills and knowledge related to financial management and sound business practices.
LOCATION: COUNCIL	FREQUENCY: MONTHLY OR AT THE CALL OF THE CHAIR
REPORTS TO: COUNCIL FOR ONTARIO BOARD	Staff support is CEO.
<p>PURPOSE OF THE COMMITTEE</p> <ul style="list-style-type: none"> To recommend policies and monitor the financial, investments and property activities of Council for Ontario. 	
<p>ESSENTIAL DUTIES</p> <ul style="list-style-type: none"> Ensure accountability and transparency of all funds received by Council, Administrative Centres and Supported Branches deposited in the chartered bank (financial institution) designated by the Council Board (Bank of Montreal) Minimize financial risk by ensuring that Council, Administrative Centres, and Supported Branches comply with financial management policies and recommend action in non-compliance situations. Review financial statements and supporting reports and recommend any appropriate action to the Board at the time of the presentation of the Finance Committee report. Review and recommend annual consolidated provincial budgets and financial Business Plan strategies to the Council Board of Directors. The consolidated budget includes those budgets from Administrative Centres and their respective Branches. Monitor the financial activities of Council for Ontario by presenting financial statements to the Board with required notes of explanation. Recommend ways to maximize investment returns. Be accountable for the selection and recommendation of annual auditors to prepare organization audit for approval at the Annual General Meeting. Establish sub-committees as appropriate to manage investments and property contracts for Recommend and implement approved policies for above duties and any other functions such as those related to Administrative Centre and/or Branch financial reports. Support the commitment to have the Bank of Montreal as the corporate financial institute for St. John with provincial office, Administrative Centres and Branches using this one banking firm. 	



Committee Description - Council

<i>TITLE: HONOURS AND AWARDS COMMITTEE</i>	<i>MEMBERSHIP:</i> Chair is Past Board Chair. Members include: Chair of the Board, 2 nd Past Board Chair, Vice-Chair Branch Liaison, and Vice-Chair Community Services. Skills and knowledge related to The Order.
<i>LOCATION: COUNCIL</i>	<i>FREQUENCY: AS REQUIRED</i>
<i>REPORTS TO: COUNCIL BOARD OF DIRECTORS</i>	Staff support is assigned by CEO.
<i>PURPOSE OF THE COMMITTEE</i> <ul style="list-style-type: none">• To review and recommend to National and internally to Ontario Board honours and awards related to the Order as appropriate.	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none">• Review submissions received from Honours & Awards Committees affiliated with Council, Branches, and other St. John sources to ensure compliance with policies as outlined in the Honours & Awards Manual.• Recommend those submissions that are in compliance and submit nominations to the Order.• Ensure that the national database has recorded Honours & Awards appropriately in a timely manner.• Keep informed of National policy changes and communicate these to provincial office and Branches as appropriate.• Ensure that National accepted nominations are integrated into the provincial or national investiture program annually.• Promote the importance of volunteer recognition through the Honours and Awards program• Maintain current Roll of the Order hard copy on site.	



Committee Description - Council

<i>TITLE: HUMAN RESOURCES COMMITTEE</i>	<i>MEMBERSHIP:</i> Chair and four (4) or more members. Skills and knowledge related to human resources legislation and staff management.
<i>LOCATION: COUNCIL</i>	<i>FREQUENCY: MONTHLY OR AT THE CALL OF THE CHAIR.</i>
<i>REPORTS TO: COUNCIL BOARD OF DIRECTORS</i>	Staff support is assigned by CEO
<i>PURPOSE OF THE COMMITTEE</i> To develop and recommend Human Resources policies and procedure that relate to staff management.	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none">• Review legislation, national and provincial St. John operating regulation (policies) to ensure that current Human Resources policies are compliant.• Annually review the current Human Resources Manual to recommend any changes that reflect organizational and legislative changes. Update to reflect approved recommendations.• Ensure that salary ranges and salary grades are current and reflect current organizational structure and employment equity guidelines.• Ensure that the employee hiring practices are implemented to include screening factors such as police checks, awareness of the Code of Conduct and Respect in the Organization documents.• Ensure that provincial office, Administrative Centre and Branch employee job descriptions are current.• As required liaise with the Administrative Centre Resources Committee and the Branch Community Relations Committee on human resources issues to ensure provincial compliance with human resources policies as presented in the Human Resources Manual and Employee Handbook.• Ensure service awards program current.	



Committee Description - Council

<i>TITLE: MARKETING & SALES COMMITTEE</i> (COMMUNICATIONS)	<i>MEMBERSHIP:</i> Chair and four (4) or more other members. Skills and knowledge in the advertising, communication and marketing sectors.
<i>LOCATION: COUNCIL</i>	<i>FREQUENCY: MONTHLY OR OTHER REGULAR SCHEDULE</i>
<i>REPORTS TO: COUNCIL BOARD OF DIRECTORS</i>	Staff support is assigned by CEO.
<i>PURPOSE OF THE COMMITTEE</i> To coordinate Marketing and Sales programs to achieve sales targets.	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none">• Develop, recommend, and support the implementation of approved policies and strategic plans related to marketing (Communications), sales, and training (Instructors and Instructor-Trainers, course standards) as approved in the annual Business Plan and budget.• Achieve sales targets.• Keep informed of Council, Administrative Centre, and Branch marketing, sales and training activities and sales volumes, including outcomes of provincial programs and recommend any changes to the Business Plan to counter report revenues below budget or revenues in excess of budget.• Increase consumer awareness and access to training and products resulting from the development of consumer oriented collateral materials in cooperation with national that are available to provincial office, Administrative Centres and Branches ensuring compliance with trademark and copyright policies.• Monitor the impact of pricing related to volume and quantity of sales at the provincial, Administrative Centre and Branch levels and recommend any adjustments required to support the achievement of sales targets.• Increase consumer base by promoting consumer access through the national database management program in Ontario as it relates to registration (sales), course standards.• Maximize the revenue potential through the alliance with National on the expansion of the National Account Program as required.	



Committee Description - Council

<i>TITLE: NOMINATING COMMITTEE</i>	<i>MEMBERSHIP:</i> Chair (Past Board Chair), Chair, Chair-elect, Vice-Chair Branch Liaison, Vice-Chair Community Services, one (1) to 2 members of the Board.
<i>LOCATION: COUNCIL</i>	<i>FREQUENCY: AS REQUIRED TO SUPPORT SPRING ELECTION PROCESS.</i>
<i>REPORTS TO: COUNCIL BOARD OF DIRECTORS</i>	Staff support is assigned by CEO.
<i>PURPOSE OF THE COMMITTEE</i> To ensure succession plan and board members annually as part of Annual General Meeting process.	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none">• Select board members to be placed on the slate for the election as part of the Annual General Meeting.• Review the skills and knowledge that will enable Board members / candidates to carry out their functions. (Succession plan)• Instruct Board members in their roles. The two principle methods are: an orientation program and a familiarization with the Centre/ Branch/Community Services operations, including the contents of the Operating Regulations manual and other manuals in the series.• After the election of the Council Board ensure that the Board ratification forms and Personal Information Sheets are completed and submitted to provincial office, attention Manager Branch Liaison.• Confirm all candidates have successfully completed the volunteer screening process.• Liaise with Administrative Centre Resource and/or Nominating Committee and Branch Community Relations Committee on nominating procedures and to assist in any resolution of issues as requested.	



Committee Description - Council

<i>TITLE: SENATE COMMITTEE</i>	<i>MEMBERSHIP:</i> Past members of St. John Council, and business, professional and community persons.
<i>LOCATION: COUNCIL</i>	<i>FREQUENCY: MINIMUM ANNUALLY WITH 2 PER YEAR OPTIONAL</i>
<i>REPORTS TO: COUNCIL BOARD OF DIRECTORS</i>	Staff support is CEO.
<i>PURPOSE OF THE COMMITTEE</i> To provide advice and support upon request of the Board, Committees and staff.	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none">• Shall be available for consultation and support as required.	



Committee Description – Branch designated an Administrative Centre

<i>TITLE: EXECUTIVE COMMITTEE</i>	<i>MEMBERSHIP:</i> Chair, Vice-Chair Community Services, Vice-Chair Branch Liaison, Past Chair, Treasurer As this is the branch designated an Administrative Centre this committee has a dual role.
<i>LOCATION: BRANCH</i>	<i>FREQUENCY: MONTHLY</i>
<i>REPORTS TO: BRANCH BOARD</i>	Staff support is Branch (Administrative Centre) Manager
<i>PURPOSE OF THE COMMITTEE</i> Will have all powers of the Board in respect of the management and direction of the business and affairs of the Branch except only those, which by law may not be delegated.	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none"> • Act on behalf of the Board, between meetings, making those decisions that cannot wait until the next scheduled meeting of the Board. • All actions taken or authorized by the Executive Committee shall be reported to the Board at the next meeting thereof. • In consultation with the Branch Manager, monitor the implementation of the Board and Administrative Centre approved Business Plans and budget and recommend any adjustments as appropriate to support achievement of the plan and budget goals. • Identify and recommend to the board a planning process that supports the development of short term and long-range strategic planning that provide efficiencies in the Branch and Centre operation supporting branches. Provide support to the implementation of approve Board planning process. • Make yearly evaluation of the Branch Manager’s duties, performance, and salary range and make policy decisions concerning personnel matters. • Decide date and focus of the Annual Meeting and assign responsibility to the appropriate committee(s). • Assign responsibility for various activities to committee, monitor, and approve the actions of committees. • Other activities as required. 	



Committee Description – Branch designated an Administrative Centre

<i>TITLE: COMMUNITY SERVICES COMMITTEE</i>	<i>MEMBERSHIP:</i> Chair, Superintendents, Coordinators, Regional Community Services Coordinator (RCSC) (non-voting)
<i>LOCATION: BRANCH</i>	<i>FREQUENCY: MONTHLY</i>
<i>REPORTS TO: BRANCH BOARD</i>	Staff support is assigned by the Branch (Administrative Centre) Manager.
<i>PURPOSE OF THE COMMITTEE</i> To coordinate Community Services activities within the Branch of the Administrative Centre and to promote support to Community Services Units in Supported Branches.	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none">• Develop, recommend and implement Board approved policies, Business Plan and budget related to the delivery of community services programs including, Therapy Dog, Youth, Patient Care, Campus Response Teams, Emergency and Civil Disaster Events and other initiatives as appropriate.• Provide advice and support to the Regional Community Services Coordinator and Branch Manager with reference to policies, plans, and implementation of the annual Branch and Administrative Centre Business Plans and budgets.• Keep informed of the Regional Community Services activities and problems.• Ensuring compliance with national and provincial polices and procedures.• Inform and liaise as appropriate with other St. John members in Ontario.• Perform other duties as assigned by the Board.	



Committee Description – all Branches

TITLE: FELLOWSHIP CHAPTER	MEMBERSHIP: Chair, Vice-Chair, Secretary are from the chapter membership. There is no limit to the number of members. NOTE: At least two members of each chapter attend the Fellowship Annual Meeting.
LOCATION: BRANCH	FREQUENCY: MONTHLY
REPORTS TO: BRANCH BOARD	Staff support is assigned by the Branch Manager.
PURPOSE OF THE COMMITTEE To meet the needs of retired branch, council, community services members and other interested members invited to join by a Fellowship member.	
ESSENTIAL DUTIES <ul style="list-style-type: none"> • Enable people with an interest in St. John to keep in touch with the organizations and with each other. • Arrange meetings, social events, and other activities as desired by local members. • Support Branches as appropriate to help former members in need, especially those who are housebound, in hospital or in nursing homes. • Support the activities of the foundation of the Order of St. John. • Chapter members decide on the activities they wish to attend e.g. Council for Ontario events, Administrative Centre / Branch events, training sessions, and meetings with other Fellowship Chapters. • Funds raised for specific purposes. If raised externally, fund raising policies of Council for Ontario, Administrative Centre and Branches must be adhered to. • Admissions/Promotion submissions for Fellowship members will be approved by the Ontario Fellowship Chair. Upon such approval, they will be forwarded to the appropriate local Branch Honours & Awards Committee for review. If approved, they will be included in that Branch's Honours & Awards Submissions to Ontario Council H&A Committee. All Admissions/Promotions, without exception, must be so processed through a Branch H&A Committee. Any identified queries or concerns should be discussed between the Ontario Fellowship Chair and the particular Branch H&A Chair. Disputed submissions may be forwarded to the Ontario Council H&A Committee with a note from either side identifying concerns. The decision of the provincial H&A committee will be final. • Identify at least two members to attend the Fellowship Annual General Meeting for May and request a chapter to host the event. 	



Committee Description – all Branches

<i>TITLE: HONOURS AND AWARDS COMMITTEE</i>	<i>MEMBERSHIP:</i> Chair and for (4) or more members including governance and Community Services members. Skills and knowledge related to The Order.
<i>LOCATION: BRANCH</i>	<i>FREQUENCY: AS REQUIRED</i>
<i>REPORTS TO: BRANCH HONOURS & AWARDS COMMITTEE THROUGH TO COUNCIL HONOURS AND AWARDS COMMITTEE*</i> (This is a direct report to Council and is a reporting exception.)	Staff support is assigned by the Branch Manager.
<i>PURPOSE OF THE COMMITTEE</i> To review and recommend to National and internally to Ontario Board honours and awards related to the Order as appropriate for the Branch.	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none">• Prepare submissions and receive those from Fellowship to ensure compliance with policies as outlined in the Honours & Awards Manual.• Recommend those submissions that are in compliance to the Council Honours and Awards Committee and submit nominations to the Order.• Ensure that the national database has recorded Honours & Awards appropriately in a timely manner.• Keep informed of National policy changes.• Ensure that approved recipients are integrated into the provincial or national investiture program annually.• Promote the importance of volunteer recognition through the Honours and Awards program• Maintain current Roll of the Order hard copy on site.	



Committee Description – Branch designated an Administrative Centre

TITLE: MARKETING & SALES COMMITTEE (COMMUNICATIONS)	MEMBERSHIP: Chair and four (4) or more other members. Skills and knowledge in the advertising, communication and marketing sectors.
LOCATION: BRANCH	FREQUENCY: MONTHLY OR OTHER REGULAR SCHEDULE
REPORTS TO: BRANCH BOARD	Staff support is assigned by the Branch Manager at the Branch designated an Administrative Centre
PURPOSE OF THE COMMITTEE To coordinate Marketing and Sales programs to achieve sales targets.	
ESSENTIAL DUTIES <ul style="list-style-type: none"> • Develop, recommend, and support the implementation of approved policies and strategic plans related to marketing (Communications), sales, and training (Instructors and Instructor-Trainers, course standards) as approved in the annual Business Plan and budget. • Achieve sales targets. • Keep informed of Branch (including supported Branch) marketing, sales, and training activities and sales volumes, including outcomes of provincial programs and recommend any changes to the Business Plan to counter report revenues below budget or revenues in excess of budget. • Increase consumer awareness and access to training and products resulting from the purchase of consumer oriented collateral material that are available from provincial office, ensuring compliance with trademark and copyright policies. • Monitor the impact of pricing related to volume and quantity of sales within the Administrative cluster of branches and recommend, after consultation with the provincial Director of Sales and Marketing, any adjustments required to support the achievement of sales targets. • Increase consumer base by promoting consumer access through the national database management program in Ontario as it relates to registration (sales), course standards. • Maximize the revenue potential through effective follow up to the National Account Program as required. 	



Committee Description – Branch designated an Administrative Centre

<p>TITLE: RESOURCES COMMITTEE (Branch Board Executive Committee could elect to appoint a separate Nominations Committee)</p>	<p>MEMBERSHIP: Chair and four (4) or more members. Skill and knowledge related to Finance, Human Resources, and Membership.</p>
<p>LOCATION: BRANCH</p>	<p>FREQUENCY: MONTHLY</p>
<p>REPORTS TO: BRANCH BOARD</p>	<p>Staff support is Branch Manager</p>
<p>PURPOSE OF THE COMMITTEE</p> <p>Responsible for resource policy within the Branch and as a the Administrative Board to the designated Administrative Centre including vehicles, equipment, buildings, and personnel resources, both staff and volunteers.</p>	
<p>ESSENTIAL DUTIES</p> <ul style="list-style-type: none"> • This parallels the Council Finance Committee and the Supported Branch Community Relations Committee on financial issues. • Overseeing the development of the Branch and Administrative Centre’s budget; both initial submission to the Council Board (attention Manger Branch Liaison) and periodic updates, as required. • Responsible for the management and inventory of the St. John House and its infrastructure. • Accountable for the preparation of financial operations statements and balance sheets • Submit a nomination slate of Board Members for election at the Annual General Meeting • Liaise with the Branch Nominating Committee on membership. • Oversee the membership activities of the Branch of the Administrative Centre by developing and implementing the membership campaigns and maintaining membership records and overseeing volunteer screening process as required. • Responsible for the vital link between community service and marketing to ensure that adequate funding is available to support successful Community Services operations. • Developing and maintaining the link between Branch, the Regional Community Services Coordinator and Community Services Superintendents and Community Services. • Ensure Administrative Centre and Branch staff management is in compliance with the Human Resources (Staff) manual. 	



Committee Description – Branch designated an Administrative Centre

<p><i>TITLE: NOMINATING COMMITTEE</i></p> <p>This committee function could be included in the Resource Committee at the Branch.</p>	<p><i>MEMBERSHIP:</i> Chair (Past Board Chair), Chair, and two (2) to three (3) members of the Board including Community Services.</p>
<p><i>LOCATION: BRANCH</i></p>	<p><i>FREQUENCY: AS REQUIRED TO SUPPORT SPRING ELECTION PROCESS.</i></p>
<p><i>REPORTS TO: BRANCH BOARD</i></p>	<p>Staff support is assigned by the Branch Manager.</p>
<p><i>PURPOSE OF THE COMMITTEE</i></p> <p>To ensure succession plan and board members annually as part of Branch Annual Meeting process.</p>	
<p><i>ESSENTIAL DUTIES</i></p> <ul style="list-style-type: none"> • To select board members to be placed on the slate for the election as part of the Annual General Meeting. • To review the skills and knowledge that will enable Board members / candidates to carry out their functions. (Succession plan) • Instruct Board members in their roles. The two principle methods are: an orientation program and a familiarization with the Centre/ Branch/Community Services operations, including the contents of the Operating Regulations manual and other manuals in the series. • After the election of the Branch Board ensures that the Board Ratification forms and Personal Information Sheets are completed and submitted to provincial office, attention Manager Branch Liaison. • Confirm all candidates have successfully completed the volunteer screening process. 	



Committee Description – Branch designated an Administrative Centre

<p>TITLE: <i>ADVISORY COMMITTEE*</i> NOTE:* This is not a standing committee of the Board but is an Honorary Committee. Such a committee is optional.</p>	<p>MEMBERSHIP: Chaired by the Branch Board Chair. The members are senior members of the Branch who retain an interest in providing advice and support to the Branch, as a Branch of the Administrative Centre.</p>
<p>LOCATION: <i>BRANCH</i></p>	<p>FREQUENCY: <i>ANNUALLY OR UP TO TWICE A YEAR.</i> One may be a luncheon or dinner subject to the approved budget and available funds allocated to the function of this committee.</p>
<p>REPORTS TO: <i>BRANCH BOARD</i></p>	<p>Staff support is Branch Manager.</p>
<p>PURPOSE OF THE COMMITTEE</p> <p>This committee may be established to recognize and continue to gain from the experience and community contacts acquired by a Branch Board or Community Services members whose term of office have expired and are no longer active members of the Branch Board, its standing committee or Community Services.</p> <p>To involve community leaders interested in supporting St. John Ambulance.</p>	
<p>ESSENTIAL DUTIES</p> <ul style="list-style-type: none"> • Branch Chair may assign members of this committee for specific purpose/ tasks • There are no member voting privileges 	



Committee Description – Supported Branch

<i>TITLE: COMMUNITY RELATIONS COMMITTEE</i>	<i>MEMBERSHIP:</i> Chair, Vice-Chair, and four (4) to five (5) members Members should include Community Service and governance members.
<i>LOCATION: BRANCH</i>	<i>FREQUENCY: MONTHLY</i>
<i>REPORTS TO: BRANCH BOARD</i>	Staff support is Branch Manager
<i>PURPOSE OF THE COMMITTEE</i> Responsible for community relations within the Branch including fundraising, local public relations and receipt of monthly financial reports from the Administrative Centre.	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none"> • This parallels Resources Committee at the branch designated an Administrative Centre on financial issues. • Overseeing the development of the Branch budget for submission to the Board of the Administrative Centre. • Overseeing the monthly interpretation of financial and operation statements received from the Administrative Centre and periodic updates, as required. • Accountable for implementation of local fund raising in consultation with the Administrative Centre. • Responsible for the vital link between community service and public relation marketing initiatives to ensure that adequate awareness in the community to support successful Community Services and local training operations. • Developing and maintaining the link between the supported Branch Board, the Board of the Branch designated an Administrative Centre and Regional Community Services Coordinator on Branch and Community Services opportunities and challenges. • Ensure Branch staff is effectively managed through the Administrative Centre in compliance with the Human Resources (Staff) manual. 	



Committee Description – Supported Branch

<i>TITLE: MEMBERSHIP COMMITTEE</i>	<i>MEMBERSHIP:</i> Chair, Vice-Chair, and four (4) to five (5) members Members should include Community Service and governance members.
<i>LOCATION: BRANCH</i>	<i>FREQUENCY: MONTHLY AS REQUIRED</i>
<i>REPORTS TO: BRANCH BOARD</i>	Staff support is Branch Manager.
<i>PURPOSE OF THE COMMITTEE</i> Responsible for membership within the Branch including committee membership and recruiting board members for the Branch Annual General Meeting.	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none">• Responsible for the recruitment, screening, orientation of those on the nominating slate for the Branch Annual Meeting.• Responsible for the coordination of the Branch Annual Meeting, working in cooperation with the Branch Manager and Branch Chair.• Responsible for oversee membership campaigns, maintaining membership records, and ensuring that there is a quorum of voting members at the Branch Annual Meeting.• Ensure training programs are available for new members.	



Committee Description – Supported Branch

<i>TITLE: COMMUNITY SERVICES COMMITTEE</i>	<i>MEMBERSHIP:</i> Chair, Superintendents, Coordinators, Regional Community Services Coordinator (RCSC) (non-voting)
<i>LOCATION: BRANCH</i>	<i>FREQUENCY: MONTHLY</i>
<i>REPORTS TO: BRANCH BOARD</i>	Staff support is assigned by the Branch Manager.
<i>PURPOSE OF THE COMMITTEE</i>	
To coordinate Community Services activities promoting support to Community Services Units and their delivery in Supported Branches. RCSC is volunteer support to the Committee.	
<i>ESSENTIAL DUTIES</i>	
<ul style="list-style-type: none"> • Implement Board approved policies, Business Plan and budget related to the delivery of community services programs including, Therapy Dog, Youth, Patient Care, Campus Response Teams, Emergency and Civil Disaster Events and other initiatives as appropriate. • Provide advice and support to the Regional Community Services Coordinator and Branch Manager with reference to policies, plans, and implementation of the annual Branch and Administrative Centre and Supported Branch Business Plans and budgets. • Keep informed of the Regional Community Services activities and problems. • Ensuring compliance with national and provincial polices and procedures. • Inform and liaise as appropriate with other St. John members in Ontario. • Perform other duties as assigned by the Board. 	



Volunteer Description

<p><i>TITLE: ADMINISTRATIVE CENTRE MANAGEMENT TEAM</i></p>	<p><i>MEMBERSHIP:</i> Chair of branch designated the Administrative Centre, the Regional Community Services Coordinator, and the Manager of the Branch designated the Administrative Centre.</p>
<p><i>LOCATION: ADMINISTRATIVE CENTRES</i></p>	<p><i>FREQUENCY:</i> <i>These positions will be phased in as Administrative Centres are operational.</i></p>
<p><i>REPORTS TO: PROVINCIAL MANAGEMENT TEAM - COUNCIL</i></p>	
<p><i>PURPOSE OF THE JOB</i></p> <p>To provide leadership, mentoring, resolution and support to the cluster of branches that constitute the Administrative Centre in the development and subsequent implementation of the approved Business Plan and Budget.</p>	
<p><i>ESSENTIAL DUTIES</i></p> <ul style="list-style-type: none"> • Provide leadership and monitoring of achievements related to the role of the Branch designated as the Administrative Centre and the Supported Branches in their rollout of the approved respective Business Plan(s) and budget. • Problem-solve and recommend solutions and strategies to the Provincial Management Team or identify actions to be taken in issue resolution. • Ensure a solutions-monitoring feedback process is effective in communicating and monitoring the implementation of solutions. • Encourage, advise and inform staff and volunteers of Council Board initiatives. • Facilitate orderly change related to <i>Our Way Ahead</i> and Project Unity. • Identify any training or support that may be required by the Administrative Centres and Branches of the cluster in order to enhance management of <i>Our Way Ahead</i> strategies and to achieve defined outcomes (deliverables). • Ensure that centralized functions including consolidated quarterly financial statements and other functions such as the Honours and Awards program are an active part of all Branch Business Plans. • Attend Branch annual general meetings and ensuring that the election process complies with council policy and guidelines. 	



Volunteer Description

TITLE: PATRON/VICE PATRON	MEMBERSHIP: This person is appointed by the Branch Chair with authority from the Branch Board.
LOCATION: BRANCH DESIGNATED AN ADMINISTRATIVE CENTRE /SUPPORTED BRANCH	FREQUENCY: This member may attend Board meetings.
REPORTS TO: BRANCH BOARD	
PURPOSE OF THE JOB To provide advice and counsel when requested by the Branch Chair.	
ESSENTIAL DUTIES <ul style="list-style-type: none"> • Participate on the invitation of the Branch Chair as an <i>ex-officio</i> member of any committee. • Attend ceremonial functions of the Branch (e.g. investitures, parades and church services) and when requested by the Chair to preside at such functions. • Take on the role comparable to that of the Chancellor of any Canadian University where in the Chancellor is “titular head” of the University. • Add to the prestige and presence of St. John Ambulance in the community. • Add to the fund raising leadership at the Branch level. 	
KNOWLEDGE, SKILLS, EDUCATION & EXPERIENCE <ul style="list-style-type: none"> • Excellent leadership skills as demonstrate by his/her role with other organizations • Excellent oral and written communication skills including public speaking • Knowledge and network with key members of the community • Corporate affiliate image is consistent with that of SJA • Knowledge of sound business practices 	
SCREENING <ul style="list-style-type: none"> • Application Form (Personal Information Sheet) • Interview with Branch Chair / Board • Signed Agreement (Personal Information Sheet) • 2 to 3 Reference Checks • Attestation • Orientation and Training • Regular Monitoring and Feedback 	
RISK RATING <ul style="list-style-type: none"> • Vulnerability of Persons Served - Low • Access to Property - Med • Degree of Isolation – Low - Med • Degree of Physical Contact - Low • Degree of Physical Demands - Low • Degree of Inherent Risk - Med • Degree of Trust -Med • Skills and Knowledge Required - Med • Degree of Supervision – Med-High 	



Volunteer Description

<i>TITLE: PROVINCIAL MANAGEMENT TEAM</i>	<i>MEMBERSHIP:</i> Vice-Chair Branch Liaison, Vice-Chair Community Services, Council CEO
<i>LOCATION: COUNCIL</i>	<i>FREQUENCY: MEETINGS AS REQUIRED</i>
<i>REPORTS TO: COUNCIL FOR ONTARIO BOARD</i>	
<i>PURPOSE OF THE JOB</i> <ul style="list-style-type: none"> • To monitor Ontario Operating Regulations (policy and procedures) compliance and all activities in the province, including the Administrative Centre Management Teams performance ensuring effective implementation of the Council approved respective Administrative Centre(s) Business Plans and budgets and <i>Our Way Ahead</i>. • To ensure issue resolution. 	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none"> • Monitor achievements related to the role of the Administrative Centre Management Team as support to the provincial operation, Administrative Centre (s) / Supported Branches initiatives pertaining to their rollout of the approved respective Business Plan(s) and budgets. • Recommend range of solutions/ strategies to the Board of Directors, Council for Ontario or identify actions to be taken by the Provincial Management Team in issue resolution to reduce Council Board's level of intervention and to increase proactive actions. • Ensure a solutions-monitoring feedback process is effective in communicating and monitoring the implementation of solutions to prevent breakdown. • Encourage, advise, and inform staff and volunteers of Council Board of Directors' initiatives ensuring effective two-way communication. • Support Branches and Administrative Centres • Annually, or as required, conduct branch reviews to determine the need for any additional training or support and recommend such to the Council Board. 	
<i>KNOWLEDGE, SKILLS, EDUCATION & EXPERIENCE</i> <ul style="list-style-type: none"> • Council Board member with working knowledge of the SJA operating regulations • Experience in volunteer sector management and support • Progressive, related management experiences including Branch and Community Services leadership • Computer skills including email address • Excellent oral and written communication skills • Solid interpersonal problem solving skills • Ability to meet deadlines • Ability to perform in a team situation • Ability to adapt to a flexible volunteer schedule that includes daytime, evening, and some week-end commitments. • Willingness and ability to travel province-wide. 	



Volunteer Description

<p><i>TITLE: REGIONAL COMMUNITY SERVICES COORDINATOR</i></p>	<p><i>MEMBERSHIP:</i> This person may provide support to more than one Administrative Centre.</p>
<p><i>LOCATION: ADMINISTRATIVE CENTRE</i></p>	<p><i>FREQUENCY: MEETINGS AS REQUIRED</i></p>
<p><i>REPORTS TO: ACCOUNTABLE TO THE BOARD OF THE BRANCH DESIGNATED AN ADMINISTRATIVE CENTRE; LIAISE WITH THE PROVINCIAL MENTOR, LOCAL VOLUNTEERS, AND PROVNCIAL OFFICE.</i></p>	<p>Two-year term, renewable</p>
<p><i>PURPOSE OF THE JOB</i></p> <p>To coordinate the support and resources necessary for the local St. John Ambulance operation to deliver Community Services based on needs of the communities.</p>	
<p><i>ESSENTIAL DUTIES</i></p> <ul style="list-style-type: none"> • Oversee the planning and Resource management oversight of Branch(es)' Community Service activities. • Manage service-oriented volunteers. • Market the Communication of Community Service activities, in consultation and cooperation with the Branch Manager of the Administrative Centre. • Facilitate the delivery of Community Services. • Administrate Community Services activities in accordance with National and Council Directives. • Actively participate in dialogue with assigned Provincial Mentor. • Regularly attend unit meetings, duties, and visits of the branches' affiliate Units. • Actively participant as a member at Branch Board Meetings of the Branch designated as an Administrative Centre as a <i>non-voting member</i> and attend supported local Branch Board meetings as an observer, at least twice a year. • Become an advocate for all Honours and Awards Committees in the regions of responsibility. 	
<p><i>KNOWLEDGE, SKILLS, EDUCATION & EXPERIENCE</i></p> <ul style="list-style-type: none"> • Working understanding of Council strategic plan • Sound budget planning • Knowledge of Needs and Assessment planning • Volunteer management • Resources management • Current public affairs • Marketing • Skill to implement new initiatives • Written and oral communication skills • IT skills • Having held a position of responsibility in SJA and volunteer sector experience are a benefit • Management experience including staff supervisory experience 	



SCREENING

(This screening reflects the Adult Community Services Volunteer Screening Criteria rather than the board/committee screening policy.)

- Application Form
- Interview
- Signed Agreement (including Code of Conduct)
- 2 to 3 Reference Checks
- Initial Police Reference Check with annual attestation
- Consideration given to Police Re-Checks lased on changes in membership role or status
- Orientation and Training
- Close Monitoring and Supervision
- Probation Period, followed by an evaluation then annual evaluation
- Commitment to and understanding of the purpose, policies, programs, and services of St. John Council for Ontario.
- Knowledge of St. John Ambulance
- Knowledge and experience in community services operations
- Excellent communication and public speaking skills
- Have successfully completed volunteer screening process.

RISK RATING – HIGH

- Vulnerability of Persons Served - High
- Access to Property - High
- Degree of Isolation – Med
- Degree of Physical Contact - Low
- Degree of Physical Demands - Med
- Degree of Inherent Risk - High
- Degree of Trust -High
- Skills and Knowledge Required - Med
- Degree of Supervision – Med-High



Staff Job Description

JOB TITLE: BRANCH MANAGER (BRANCH DESIGNATED AN ADMINISTRATIVE CENTRE)	BRANCH NAME:
LOCATION: BRANCH DESIGNATED AN ADMINISTRATIVE CENTRE	FULL-TIME
REPORTS TO: BOARD OF THE BRANCH DESIGNATED AN ADMINISTRATIVE CENTRE	SALARY GRADE/ RANGE Contact Provincial Human Resources Manager
PURPOSE OF THE JOB	
Achieve financial stability within the Administrative Centre jurisdiction with resulting revenue effectively supporting Community Services.	
ESSENTIAL DUTIES	
<ul style="list-style-type: none"> Accountable for the operating and financial results for the Branch of the Administrative Centre, Administrative Centre and its administrative support to the Supported Branches as per the Council approved annual Business Plan and budget. Achieve compliance with all operating regulations (policies and procedures) in the Administrative Centre area by being responsible for their implementation and monitoring of such. Achieve the goals and targets established in the approved annual Business Plan and budget by overseeing all branch and Administrative Centre functions that are included in the administrative operation (i.e. sales, human resources, accounting and financial management, information technology, fund development, volunteer management, honours and awards). 	
KNOWLEDGE, SKILLS, EDUCATION & EXPERIENCE	
<ul style="list-style-type: none"> University Education – Business Management, Volunteer Management. 5+ years experience in the not for profit/charitable sector and volunteer management. 5+ years experience in marketing and sales. 5 or more equivalent years office management experience including supervision of more than 10 staff. Excellent computer skills. Excellent oral and written communication skills. Public speaking experience. Financial management experience, including development of annual budgets. 	
SCREENING	
<ul style="list-style-type: none"> Application Form Interview Signed Agreement Letter of hire – Code of Conduct 2 to 3 Reference Checks Police Reference Check and annual attestations Orientation and Training (Respect in the Organization) Probation Period followed by an evaluation then annual evaluation Regular Monitoring and Feedback 	



RISK RATING

- Vulnerability of Persons Served - Low
- Access to Property - High
- Degree of Isolation - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands – High
- Degree of Inherent Risk - High
- *Degree of Trust – High*

SUPERVISORY RESPONSIBILITIES

- Branch staff (usually more than 5)
- Support to the Branch and Supported Branch Boards
- Support to the Administrative Centre Management Team
- Support to the Community Service Operation Volunteers

FINANCIAL RESPONSIBILITY

- Overseeing the handling of cash, cheques, debit cards, and credit cards.
- Support to the Centre's financial management process.

EXTENT OF PUBLIC CONTACT

- High – customers, donors, community agencies (current and potential)

PHYSICAL OR MENTAL EFFORT

- Customer service and internal staff and volunteer problem solving.
- Ability to cope with multi-tasking and deadlines.

WORKING CONDITIONS & ENVIRONMENT

- Office environment
- May be required to attend community meetings and functions.
- Some travel



Staff Job Description

JOB TITLE: (SUPPORTED) BRANCH MANAGER	BRANCH NAME:
LOCATION: SUPPORTED BRANCH	FULL-TIME PART-TIME
REPORTS TO: BRANCH MANAGER at the BRANCH DESIGNATED AN ADMINISTRATIVE CENTRE	SALARY GRADE/ RANGE Contact Provincial Human Resources Manager
PURPOSE OF THE JOB	
<p>Manage successful implementation of the Supported Branch programs and services as per the approved Business Plan and budget.</p>	
ESSENTIAL DUTIES	
<ul style="list-style-type: none"> • Manage compliance with all Ontario Regulations (policies and procedures) by being responsible for their implementation and monitoring of such within the Supported Branch. • Achieve the goals and targets as per the approved annual Business Plan and budget strategies that are identified as Supported Branch responsibility for implementation that include: • Assisting Supported Branch Board in the interpretation of monthly financial statements ensuring financial support for agreed upon annual Business Plan and budget. • Assisting in the management of the annual honours and awards recognition of Branch volunteers. • Manage strong local committee, branch board volunteer and community services membership base as a result of implementation of a volunteer recruitment program. • Support the Regional Community Services Coordinator/ Administrative Centre Client Services/ and or Community Coordinator to implement the branch Community Services event and volunteer management programs. • Implement sales and fundraising initiatives with administrative support provided by the Administrative Centre achieving local revenue targets as per approved Business Plan. • Maintain and develop local alliances in the business, government, and community service organizations that will support SJA program and service delivery locally. 	
KNOWLEDGE, SKILLS, EDUCATION & EXPERIENCE	
<ul style="list-style-type: none"> • College or equivalent with related Business and Volunteer Management courses. • 3-5 years experience in the not for profit/charitable sector. • 3-5 years experience in marketing and sales. • 3-5 years office management experiences that includes staff supervisory experience of 1-10 persons. • Knowledge of business planning and budget processes. • Office management experience – 2-5 years 	



SCREENING

- Application Form
- Interview
- Signed Agreement
- Letter of hire – Code of Conduct
- 2 to 3 Reference Checks
- Police Reference Check and annual attestations
- Orientation and Training (Respect in the Organization)
- Probation Period followed by an evaluation then annual evaluation
- Regular Monitoring and Feedback

RISK RATING

- Vulnerability of Persons Served - Low
- Access to Property - High
- Degree of Isolation - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands – Med
- Degree of Inherent Risk – Med.
- Degree of Trust – High
- Skills and Knowledge Required - High
- Degree of Supervision – Med

SUPERVISORY RESPONSIBILITIES

- Branch staff (Usually less than 1 person) and instructors.
- Support to the Branch Board.
- Support to the Administrative Centre Management Team.
- Support to the Community Services Operation Volunteers.

FINANCIAL RESPONSIBILITY

Daily handling of cash, cheques, debit cards and credit cards

EXTENT OF PUBLIC CONTACT

High – customers, donors, community agencies (current and potential).

PHYSICAL OR MENTAL EFFORT

- Customer service and problem solving.
- Ability to cope with deadlines.
- May require management of shipping and receiving of parcels.

WORKING CONDITIONS & ENVIRONMENT

- Office environment.
- May attend community meetings and functions.
- Some travel.



Staff Job Description

JOB TITLE: ACCOUNTING SUPPORT SERVICES	BRANCH NAME:
LOCATION: ADMINISTRATIVE CENTRE	FULL-TIME PART-TIME
REPORT TO: BRANCH MANAGER (ADMINISTRATION CENTRE)	SALARY GRADE/ RANGE Contact Provincial Human Resources Manager
PURPOSE OF THE JOB	
Perform accounting functions of moderate complexity in accordance with established practices under the direction of the Branch Manager.	
ESSENTIAL DUTIES	
NOTE: <i>This position is most frequently a position used by the Administrative Centre to centralize this function for all branches in the cluster. The application of this position may require this to be a book-keeper position.</i>	
<ul style="list-style-type: none"> • Reconcile bank statements, suppliers' statements, inventory records, etc. and take corrective action as necessary and where such action does not involve any departure from normal practices. • Prepare trial balances, monthly and quarterly financial statements with actual to budget comparisons including balance sheet and other reports using provincial office templates and procedures. • Assume responsibility for the accuracy and currency of financial records and reports. • Maintain inventory record. • Ensure year-end statements and documents are available for auditors as requested. • Where appropriate provide support to branch interpretation of financial statements by attaching explanations for any variances greater than 10% +/-. • Assist branch staff in sourcing financial information required for grant submissions and follow up reports. • Oversee the financial report and accounting for any gaming events to ensure compliance with gaming regulations. • Submit all required government reports related to taxes. 	
KNOWLEDGE, SKILLS, EDUCATION & EXPERIENCE	
<ul style="list-style-type: none"> • College or equivalent with related business management and accounting courses • Knowledge of accounting software and computer literate. • Demonstrated 3-5 years of accounting experience • Knowledge of CRA - volunteer sector financial regulations. • Excellent communication skills. • Problem-solving ability. 	
SCREENING AND RISK RATING	
If this is a purchase of book-keeping services from an outside vendor, these terms do not apply.	
SUPERVISORY RESPONSIBILITIES	
None	



FINANCIAL RESPONSIBILITY

Handling of cash, cheques, debit cards, and credit cards.

EXTENT OF PUBLIC CONTACT

Interact with auditors

PHYSICAL OR MENTAL EFFORT

Normal

WORKING CONDITIONS & ENVIRONMENT

General conditions & environment



Staff Job Description

<i>JOB TITLE: CLIENT SERVICES COORDINATOR</i>	<i>BRANCH NAME:</i>
<i>LOCATION: ADMINISTRATIVE CENTRE</i>	<i>FULL-TIME / PART-TIME/ HOURS</i>
<i>REPORTS TO: BRANCH MANAGER (ADMINISTRATIVE CENTRE)</i>	<i>SALARY GRADE /SALARY RANGE</i> Contact Provincial Human Resources Manager
<i>PURPOSE OF THE JOB</i> <ul style="list-style-type: none"> • Achieve sales target. • Coordinate training/ product <u>and</u> community services delivery programs in response to clients' purchase of training /products and /or request for community services to achieve approved Business Plan strategies and budget. 	
<i>ESSENTIAL DUTIES</i> <ul style="list-style-type: none"> • Implement client sales initiatives, after sales and product delivery strategies to client satisfaction as per the approved Business Plan and to achieve budget targets. • Coordinate instructors, class supplies and support to the delivery of training and products as per the client sales agreements. • Working with the RCSC and members of the community services, coordinate administrative support related to the event management of client requests and delivery of these services. Included is coordination of appropriate quality assurance control and cost recovery follow up after an event. • Maintain event management, volunteers records and training account and client data in Unity as directed by the Centre Manager. • Reconcile payment information appropriately in Unity and the Accounting Services Support financial statements and with client contracts and event requests 	
KNOWLEDGE, SKILLS, EDUCATION & EXPERIENCE <ul style="list-style-type: none"> • College or equivalent experience. • Demonstrated 3-5 years of sales/marketing success, volunteer management and fund development experience. • Excellent interpersonal skills. • Excellent oral and written communication skills. • Computer literate. • Problem solving skills. 	
<i>SCREENING</i> <ul style="list-style-type: none"> • Application Form • Interview • Signed Agreement (Letter of hire – Code of Conduct) • 2 to 3 Reference Checks • Police Reference Check and annual attestations • Orientation and Training (Respect in the Organization) • Probation Period followed by an evaluation then annual evaluation • Regular Monitoring and Feedback 	



RISK RATING

- Vulnerability of Persons Served – Low-Med
- Access to Property - High
- Degree of Isolation - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands – Low - Med
- Degree of Inherent Risk - Low
- Degree of Trust - High
- Skills and Knowledge Required - High
- Degree of Supervision – Med

SUPERVISORY RESPONSIBILITIES

- Volunteer Coordination.
- Instructor supervisory responsibilities.

FINANCIAL RESPONSIBILITY

- Daily handling of cash, cheques, debit cards and credit cards.
- Preparation of bank deposits.
- Preparation of invoices.

EXTENT OF PUBLIC CONTACT

- Corporate client and public (community) by telephone and/ or in person.
- Volunteers.
- Instructors.

PHYSICAL OR MENTAL EFFORT

- Shipping and receiving – lifting and moving boxes and equipment.
- Customer service - problem solving.
- Public speaking required.
- Ability to cope with deadlines

WORKING CONDITIONS & ENVIRONMENT

- General office environment
- Occasional community settings
- Driving



Staff Job Description

JOB TITLE: TRAINING COORDINATOR	BRANCH NAME:
LOCATION: ADMINISTRATIVE CENTRE	FULL-TIME or PART-TIME
REPORTS TO: BRANCH MANAGER (ADMINISTRATIVE CENTRE)	SALARY GRADE /SALARY RANGE Contact Provincial Human Resources Manager
PURPOSE OF THE JOB	
<ul style="list-style-type: none"> • Achieve sales target. • Coordinate training/ product sales delivery programs in response to clients' purchase of training /products to achieve approve Business Plan strategies and budget. 	
ESSENTIAL DUTIES	
<p>NOTE: <i>This position could be centralized responsible for essential duties in the Administrative Centre Branch and Supported Branch jurisdiction not just in the Branch to the Administrative Centre.</i></p> <ul style="list-style-type: none"> • Implement client sales initiatives and after sales initiatives to achieve revenue targets. • Coordinate instructors, class supplies and support to the delivery of training and product as per the client sales agreements. • Maintain client sales data in Unity as directed by the Centre Manager. • Reconcile all payment information appropriately in Unity, in the Accounting Services Support statements to client contract agreements. • Ensure compliance with operational regulations (policies and procedures.) 	
KNOWLEDGE, SKILLS, EDUCATION & EXPERIENCE	
<ul style="list-style-type: none"> • College or equivalent. • Demonstrated sales skills – 1-2 years of sales experience. • Excellent interpersonal skills. • Excellent oral and written communication skills. • Computer skills. • Problem solving abilities. 	
SCREENING	
<ul style="list-style-type: none"> • Application Form • Interview • Signed Agreement (Letter of hire – Code of Conduct) • 2 to 3 Reference Checks • Police Reference Check and annual attestations • Orientation and Training (Respect in the Organization) • Probation Period followed by an evaluation then annual evaluation • Regular Monitoring and Feedback 	



RISK RATING

- Vulnerability of Persons Served - Low
- Access to Property - High
- Degree of Isolation - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands – Low - Med
- Degree of Inherent Risk - Low
- Degree of Trust - High
- Skills and Knowledge Required - High
- Degree of Supervision – Med

SUPERVISORY RESPONSIBILITIES

Instructor supervisory responsibilities.

FINANCIAL RESPONSIBILITY

Daily handling of cash, cheques, debit cards and credit cards.

EXTENT OF PUBLIC CONTACT

- Corporate clients and public (community) by telephone or in person.
- Instructors.

PHYSICAL OR MENTAL EFFORT

- Shipping and receiving – lifting and moving boxes and equipment.
- Customer service and problem solving.
- Ability to cope with deadlines.

WORKING CONDITIONS & ENVIRONMENT

- General office environment
- Occasional community settings.



Staff Job Description

JOB TITLE: COMMUNITY COORDINATOR (Previously called Volunteer Coordinator)	BRANCH NAME:
LOCATION: ADMINISTRATIVE CENTRE	FULL-TIME or PART-TIME
REPORTS TO: BRANCH MANAGER (ADMINISTRATIVE CENTRE)	SALARY GRADE / SALARY RANGE Contact Provincial Human Resources Manager
<p>PURPOSE OF THE JOB</p> <ul style="list-style-type: none"> • Coordinate administrative support initiatives, working with the Regional Community Services Coordinator (RCSC) with regard to Community Services to achieve approved Business Plan strategies and budget. 	
<p>ESSENTIAL DUTIES - Working with the RCSC and as directed by the Branch Manager:</p> <ul style="list-style-type: none"> • Coordinate event management initiatives. • Coordinate administrative centre support related to appropriate response to client event requests, appropriate quality assurance control and cost recovery follow up after the event. • Maintain event management and volunteer records in Unity as assigned by the Centre Manager. • Implement fund raising initiatives, community relation initiatives, volunteer management activities and internal communication programs that are identified in the approved Business Plan and budget. 	
<p>KNOWLEDGE, SKILLS, EDUCATION & EXPERIENCE</p> <ul style="list-style-type: none"> • College or equivalent. • Demonstrated 1-2 year experience in volunteer management and fund development. • Experience in health and safety field. • Demonstrated marketing and/ or public relations experience. • Excellent interpersonal skills. • Computer skills. • Excellent oral and written communication skills. • Problem-solving skills. 	
<p>SCREENING</p> <ul style="list-style-type: none"> • Application Form • Interview • Signed Agreement (Letter of hire – Code of Conduct) • 2 to 3 Reference Checks • Police Reference Check and annual attestations • Orientation and Training (Respect in the Organization) • Probation Period followed by an evaluation then annual evaluation • Regular Monitoring and Feedback 	



RISK RATING

- Vulnerability of Persons Served - Med
- Access to Property - High
- Degree of Isolation - Med
- Degree of Physical Contact - Low
- Degree of Physical Demands – Low - Med
- Degree of Inherent Risk - Low
- Degree of Trust - High
- Skills and Knowledge Required - High
- Degree of Supervision – Med

SUPERVISORY RESPONSIBILITIES

Volunteer Co-ordination.

FINANCIAL RESPONSIBILITY

Monitoring of budgets related to Community Services.

EXTENT OF PUBLIC CONTACT

Maximum interaction with the community by telephone or in person

PHYSICAL OR MENTAL EFFORT

- Customer service – problem-solving.
- Ability to cope with deadlines.
- Public speaking required.

WORKING CONDITIONS & ENVIRONMENT

Office environment.



Brochures & Publications

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Brochures/ Publications	Source	Cost
Respect in the Organization Handbook	Provincial Office Qualified Respect in the Organization Trainers	This is received at no cost only from qualified trainer facilitating session.
Volunteer Handbook	Collateral Catalogue	Yes – purchased from Council Distribution Stores
Volunteer Principles	Collateral Catalogue	Yes – purchased from Council Distribution Stores
Tax Receipting Guidelines	SJA Intranet	



Forms

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Forms	Source	Cost
Attestation Form	Council for Ontario Human Resources Department	
Branch Membership Application	Branch Manager Branch Liaison, Provincial Office	
Annual General Meeting Proxy Letter	Branch Manager Branch Liaison, Provincial Office	
Membership Card	Collateral Catalogue	Priced per sheet – purchased from Council Distribution Stores
Request for Permission to Use Trademark	SJA intranet	
Request for Permission to Use Copyright Materials	SJA intranet	
Business Plan and Budget Template	Manager Branch Liaison Sent out annually	
Income Tax Receipts	Provincial Accounting Department Unity National Database	



Resource Documents

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Document Names	Document Access	Restrictions
St. John Council for Ontario By-Law Letters Patent Letter of Incorporation	Manager Board Relations Provincial Office	These are most frequently requested by funding agencies as attachment to grant application.
Quick Reference Guide to using the St. John Ambulance Trademark	SJA Intranet	Available to all SJA staff and volunteers.
St. John Communications Manual – Your Guide to Public Awareness	SJA Intranet	Available to all SJA staff and volunteers.
Operations Review Questionnaire	Manager Branch Liaison	This is used by Operations Review Teams.
Privacy Policy and Toolkit	Manager, Community Services	Nil