

CIPHI Executive Limitations/Guiding Principles

The Executive Limitations/Guiding Principles describe the boundaries of prudent ethical behaviour within which the Executive Director and contract staff can operate.

1. GENERAL EXECUTIVE CONSTRAINTS:

The Executive Directors must not cause or allow any practice, activity, decision or organizational circumstance that is either imprudent, illegal or in violation of commonly accepted business and CIPHI's professional codes of ethics.

2. TREATMENT of STAFF:

The Executive Director shall not cause or allow contract staff working conditions or hiring practices which are unfair, undignified, inequitable, unsafe, or in contravention of legislated employment or human rights standards or any negotiated employment agreements.

3. FINANCIAL PLANNING:

The Executive Director shall not deviate from NEC-stated policies in allocating resources or funding. The Executive Director shall not cause or allow budgeting that is not based on generally accepted financial practices and which:

- Fails to separate budgeted items from year to date expenditures.
- Fails to include financial projections based on long range planning.
- Fails to include a cash flow analysis.
- Plans the expenditure in any fiscal year of more funds than anticipated revenues, unless cash reserves are to be utilized and prior approval is obtained from the NEC.
- Fails to estimate revenue and expenses based on reasonable and explicit assumptions.
- Fails to provide funds for NEC and BOC costs including meetings and associated expenses, teleconferencing, legal fees, insurance fees, liability fees, and auditing fees.
- Endangers the fiscal soundness or viability of CIPHI for future years.

4. FINANCIAL CONDITIONS:

With respect to actual ongoing condition of the CIPHI's financial health, the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation away from actual expenditures authorized by the and within pre-established NEC priorities. Accordingly, the Executive Director shall not:

- Fail to advise the NEC of any significant or unexpected changes in the pattern of revenue and/or expenditure in an expedient manner.
- Expend more funds than provided in the NEC/BOC budget(s) without prior approval of the NEC or its delegated Finance Committee.
- Use restricted funds for unauthorized or unintended purposes.

- Fail to meet payroll and debt obligations in a timely manner, or allow the collection of accounts receivable to be undertaken in an untimely manner.
- Allow government ordered payments or filings to be overdue or inaccurately filed.

5. ASSET PROTECTION:

The Executive Director shall not allow financial and non-financial assets to be unprotected, inadequately maintained, serviced or unnecessarily placed at risk. Accordingly, the Executive Director shall not:

- Fail to insure against losses of CIPHI property to replacement value or fail to insure against other feasible losses in a prudent manner with an appropriate deductible.
- Unnecessarily expose the Canadian Institute of Public Health Inspectors, the NEC, BOC or staff to claims of liability.
- Receive, process or disburse funds under financial controls which do not meet generally accepted accounting practices (GAAP) including those for not-for-profit organizations as described in the Canadian Institute of Chartered Accountants Handbook.
- Make purchases without due consideration to cost, quality, warranty, after-purchase service, value for dollar spent and opportunity for fair competition.
- Fail to protect intellectual property, information and files from loss, significant damage and inappropriate access.
- Fail to recommend to the NEC clear limits for spending (and signing) authority within the organization.
 - a) Permit any commitment (or payment) in excess of \$1,000 to be issued without the approval of the NEC.
 - b) Ensure that all cheques bear the signatures of two authorized Signing Officers of the Canadian Institute of Public Health Inspectors, one of which is a member of the NEC.
- Invest or hold excess funds in securities without the approval of the NEC.
- Fail to diversify any investment portfolio to minimize risk and optimize liquidity and return.
- Fail to design the investment strategy to assure the necessary cash flow.

6. COMMUNICATION and SUPPORT:

The Executive Director shall not permit the NEC or the BOC to be unsupported in its work. Accordingly, the Executive Director shall not:

- Fail to inform the NEC or BOC in a timely manner of relevant trends, anticipated adverse media coverage, hiring or firing of personnel, major critical incidents, publicly visible external and internal changes, major contracts, politically sensitive issues or changes in the assumptions upon which Institute policy has been previously established.
- Fail to submit the necessary financial monitoring data as required to the NEC in a timely, accurate and understandable fashion, directly assessing provisions of the NEC policies being monitored.
- Fail to advise the NEC or BOC if, in the opinion of the Executive Director, the Institute is not in compliance with its own policies on governance process and Institute-

Executive Director relationships, particularly in the case of NEC or BOC behaviour which is detrimental to the working relationship between the Institute and the Executive Director.

- Fail to marshal as many staff and internal points of view, issues, options and background, preferably in writing, as needed for fully informed NEC or BOC choices.
- Fail to include in all reports prepared for NEC or BOC decisions, a section on what stakeholder consultation has taken place.
- Fail to provide the NEC or BOC with information respecting organizational priorities.
- Fail to provide to the NEC or BOC with evaluative comments from stakeholders.
- Fail to present information in an understandable form to the NEC or BOC and shall not fail to clearly identify whether an item is for *decision making, monitoring or information*.
- Fail to provide a timely, secure mechanism for official NEC or BOC, Executive Director or committee communications.
- Fail to deal with the NEC or BOC as a whole, except for fulfilling individual requests for information or for responding to specific requests from officers or committees duly charged by the NEC or BOC.
- Fail to provide reasonable administrative support for NEC or BOC activities.
- Fail to report actual or anticipated non-compliance with any policy of the BOC or NEC.

7. EMERGENCY EXECUTIVE SUCCESSION:

In order to protect the Institute from sudden loss of chief executive services, the Executive Director shall not fail to have at any one time at least one member of the NEC familiar with the day to day functional operations, chief executive issues and processes of the Institute. The Executive Director shall not fail to update the information data and records of CIPHI and the BOC on a monthly basis.

8. PUBLIC IMAGE:

The Executive Director shall not endanger the Canadian Institute of Public Health Inspectors' public image or credibility, particularly in ways that would hinder its ability to accomplish its mission.

Accordingly, the Executive Director shall not:

- Fail to establish an effective corporate communications and public relations strategy.
- Permit presentations to be made to the media, membership or other stakeholders which portray as Institute policy information that is contrary to positions established in Institute policy.
- Fail to provide regular reports to the NEC, BOC or CIPHI membership on:
 - Financial needs of the NEC and BOC.
 - Information or actions taken by the NEC or BOC to address identified needs and progress towards predetermined goals and objectives.
 - An annual report on the activities of the Institute to be provided at the Annual General Meeting of the Institute.
- Fail to acknowledge or recognize NEC, BOC or CIPHI membership concerns respecting the Institute's administrative operations and procedures.

9. INFORMATION MANAGEMENT SYSTEMS:

The Executive Director shall not fail to develop and maintain effective information systems that assist the NEC and BOC in effectively carrying out and evaluating Institute goals and objectives, are standardized and compatible with various Branch initiatives, and avoid duplication.

Accordingly, the Executive Director shall not permit system development which:

- Fails to integrate membership and certification candidate documentation across the full spectrum of administrative services.
- Fails to provide baseline data and information.
- Does not include systematic tracking of NEC or BOC initiatives and desired outcomes.

10. PARTNERSHIPS:

The Executive Director shall not fail to seek out and develop appropriate partnerships and encourage environmental health community involvement and ownership in Canadian Institute of Public Health Inspectors initiatives, and to maximize efficiency and effectiveness in the use of all resources. Accordingly, the Executive Director shall not:

- Fail to seek the initiative to develop partnerships with other organizations, associations or agencies that have a positive influence on the environmental health community, environmental health education and the determinants that directly effect environmental health.
- Fail to obtain appropriate input from the NEC and/or BOC, and key stakeholder groups when developing strategic action plans.
- Develop collaborative relationships with organizations whose practices are incompatible with the vision, mission, philosophies or the goals and objectives of the Canadian Institute of Public Health Inspectors.

Note: The term Executive Director includes any person employed as staff or contractor, or the Executive Secretary-Treasurer in accordance with the Constitution and Bylaws of the Canadian Institute of Public Health Inspectors and may also include any person acting as Secretary to the Board of Certification.