

# **Community Initiatives Against Family Violence**

## **Working Principles 2009-2010**



**Date: October 2009**  
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## 1. Preamble

This document is the Working Principles for Community Initiatives Against Family Violence (CIAFV). The following sections set forth the business and operations of CIAFV.

## 2. Vision

The city of Edmonton and area has a collaborative, coordinated, community response to family violence and bullying in which families are supported to live free of violence.

## 3. Mission

CIAFV is committed to strengthening our community's capacity to take constructive action against family violence and bullying using innovative strategies that will support the creation of a collaborative, coordinated, community response to family violence and bullying.

## 4. Definitions

**Annual Membership Meeting:** Held annually to highlight CIAFV's successes in the Edmonton Community and discuss future direction.

**Agency:** Not-for-profit organization providing a service.

**Fiscal Agent:** Responsible for the financial management of CIAFV.

**Stakeholders:** Individuals, funders, and agency/organizations that have a vested interest in CIAFV, family violence and/or bullying.

**Member:** See 10.1

**Organization:** A governmental body or system.

**Leadership Team:** Provide governance to CIAFV and responsible for human resources.

**Project Team:** A committee of individuals that have been tasked with a project that will fulfill a function of CIAFV and address a community gap.

**Staff:** Paid employees of CIAFV who are employed by the fiscal agent. Staff are responsible to the Leadership Team.

## 5. Involvement Principles

We believe that collaboration among the agencies/organizations, community, staff and volunteers of the initiative and our stakeholders is essential to attaining our goals. To this end we commit to promote and sustain an environment that is respectful and responsive.

5.1. We hold that the success of our initiative depends upon:

- mutual respect of all parties;
- fostering involvement, trust, respect, and open communication;
- informed and involved stakeholders.

- 5.2. We are committed to provide visionary leadership that is based on best practice research.
- 5.3. We value the contribution of all participants to the accomplishments of our goals.
- 5.4. We are financially responsible and accountable.
- 5.5. In order to achieve the above we will:
  - Nurture diversity and demonstrate a commitment to collaborative inclusiveness.
  - Engage stakeholders early in the process of planning projects and policy development that involves them.
  - Consider and respond to input from stakeholders in a timely manner, respecting all perspectives and insights.
  - Promote ongoing dialogue by maintaining strong working relationships with our diverse stakeholders.
  - Respect and encourage participation by ensuring that our communications and processes are clear and understandable.
  - Think creatively and plan wisely using an engagement process and techniques that best fit the goals of the project.
  - Develop strategies to achieve identified outcomes.
  - Respond to changing needs by renegotiating both strategies and outcomes.
  - Coordinate our activities to make the best use of time and effort.
  - Evaluate and report on the effectiveness of our efforts.

## **6. Definition of Family Violence**

Community Initiatives Against Family Violence (CIAFV) uses the terms domestic violence, domestic abuse and family violence interchangeably.

- 6.1. Family violence describes a systematic pattern of abusive behaviours within a relationship that is characterized by intimacy, dependency and/or trust. The abusive behaviours exist within a context where their purpose is to gain power, control and induce fear. Abusive behaviour can take any form including verbal, emotional, physical, sexual, psychological (e.g. destruction of pets and property), spiritual, economic, violation of rights, and exploitation through neglect. (CIAFV October 9, 2001)
  - 6.1.1. Abusive relationships are complex. Abuse versus conflict in a relationship can be distinguished by the degree to which sufficient equality exists in order to express disagreement without fear of harm. In an abusive relationship the imbalance of power precludes the right of individuals to safely express disagreement. Conflict in a relationship implies that sufficient equality exists in order to express disagreement without fear of harm.

6.1.2. Family violence includes the abuse of the youngest to the most senior members of our society, in relationships including dating, co-habiting, marital, parent-child and care-giving.

## 7. **Definition of Bullying**

Bullying is defined as a conscious, willful, deliberate and repeated hostile activity marked by an imbalance of power, intent to harm, and/or a threat of aggression. When bullying goes from bad to worse, it may lead to a feeling of terror on the part of the person being bullied. Often there are contrasting feelings between the child who bullies and the target as a result of the bullying. The person who bullies may feel excited, powerful, or amused while the target feels afraid, embarrassed, or hurt.

Alberta Children's Services website <http://www.bullyfreealberta.ca/index.htm>

## 8. **Framework**



On the outer circle, the Collaborative, Coordinated Community Response is highlighted. This is the desired outcome when all of the components of CIAFV are in place. <sup>1</sup>

## 9. **Key Functions**

CIAFV is committed to addressing family violence and bullying through several functions and strategies. The key functions are:

<sup>1</sup> Adapted from the concept of the Duluth Wheel.

### 9.1. Protocols

Internal agency family violence protocols provide guidelines for early identification, assessment and intervention with victims, abusers and their families affected by family violence. When agencies/organizations have clarified the internal roles of staff, trained staff in family violence and appropriate intervention and have developed a protocol with the support of management, agencies/organizations are able to provide appropriate, timely, and safe intervention. This work is completed with the support of CIAFV staff, thus it is in the innermost wheel of the CIAFV framework.

### 9.2. Linking Protocols

Linking protocols are part of a wider community effort to streamline services, identify gaps, minimize duplication of services, and effectively serve the needs of people experiencing family violence. Linking protocols involve relationship-building among agencies/organizations and formalizing the process of interaction. This work is completed with the support of CIAFV staff, thus it is in the innermost wheel of the CIAFV framework.

### 9.3. Professional Development:

CIAFV understands that consistent staff training to professionals working in family violence is critical to effective response by service providers to clients experiencing family violence and bullying. As new areas of research on family violence and bullying are explored, staff who have been working in the field also need to be kept up to date on the complexity of the issue and appropriate interventions.

### 9.4. Gap Identification:

Gap Identification involves identifying, articulating, and responding to areas where clients and their families could be better served or where there are nonexistent services to address particular client needs. CIAFV will identify these gaps and address them proactively. Responses can include but are not limited to the development of Project Teams, through larger CIAFV meetings, Protocol/Linking Protocol Development, Information Sharing and/or Professional Development to address the gap.

### 9.5. Project Teams:

Project Teams are time-limited, task-directed projects that are identified by the CIAFV membership to address a need. Project Teams can address community awareness, professional development, protocol development, gap identification and any other issue that the CIAFV membership agrees is necessary to achieve the goal of a collaborative, coordinated, community response. Project teams will regularly report on their progress at the larger monthly CIAFV meetings and at the AMM.

#### 9.6. Community Awareness:

Public awareness and education are critical to raising the issues of family violence and bullying and fostering an environment where people feel comfortable disclosing family violence and bullying and receiving disclosures. As most people do not disclose to a professional, CIAFV believes that it is important to educate the community on the issues of family violence and bullying and the resources and services that are available.

#### 9.7. Advocacy:

CIAFV believes that advocacy (assisting clients to access services or empowering them to make their own decisions) is often necessary when families experience family violence and bullying. The membership will advocate for clients to empower families to keep themselves safe.

#### 9.8. Trends and Issues:

To stay current, CIAFV will keep itself informed of new trends and issues and will share these with the CIAFV membership. Whenever possible these new trends and issues, if they align with the philosophy of CIAFV and best practice will be discussed and incorporated into the work of member agencies/organizations.

#### 9.9. Information Sharing:

Information sharing includes the sharing of resources, tools and community news among each other. CIAFV believes that by sharing our information, we are less likely to duplicate initiatives and can learn from one another to build a violence free community in Edmonton. Information sharing can also involve having a better understanding of when it is appropriate to share client information among agencies/organizations and when it will increase safety for families and make the transition from one agency to another smoother for the client.

#### 9.10. Flexibility and Growth:

CIAFV remains flexible to adapt and change to stay current on trends and issues.

### **10. Structure**

#### 10.1. Membership

10.1.1. Members are individuals and/or representatives of organizations, systems, and agencies pro-actively working to reduce incidents of family violence and bullying and have signed a membership agreement indicating their commitment to the work of CIAFV. Members are expected to attend a minimum of six CIAFV involvements (monthly meeting, CIAFV event or project team) a year.

10.1.2. There are two types of membership:

10.1.2.1. Agency/Organization Membership – The individual attending CIAFV meetings is representing their agency/organization. Management of the agency/organization signs the membership agreement. It is the agency/organization that is responsible for maintaining representation at meetings and updating the Coordinator of changes in representation.

10.1.2.2. Community Membership – This member is representing themselves rather than the interests of an agency/organization. The individual signs the membership agreement. Community members may also be survivors of family violence and/or bullying who have personally addressed their own issues and wish to contribute to CIAFV.

10.1.3. Members endorse the Vision, Mission, Purpose, Involvement Principles, Code of Conduct, Definition of Family Violence and any other working principles approved by CIAFV. Agencies/organizations that send representatives to CIAFV meetings are also members and endorse the above documents.

10.1.4. Those interested in joining CIAFV would contact the CIAFV Coordinator to set up a meeting and discuss the Working Principles and CIAFV activities. If the agency/organization/individual approves of the Working Principles and the work of CIAFV, they would then sign a membership agreement. The request for membership will be forwarded to the CIAFV Coordinator who will inform the Leadership Team.

10.1.5. CIAFV members can request a letter indicating membership in CIAFV. The letter will be provided to agencies that have regularly participated in CIAFV activities and have followed the Working Principles of CIAFV. CIAFV is unable to provide letters of support to agencies but encourages agencies to contact each other for these letters.

10.1.6. Any member that wishes to withdraw from CIAFV membership will send a letter to the Leadership Team, c/o the CIAFV Coordinator. Membership will have ceased upon receipt of the letter or the withdrawal date indicated in the letter. Individuals who represent their agency/organization will indicate whether a replacement representative will attend CIAFV meetings or if the withdrawal includes the agency/organization.

10.1.7. Membership is renewed annually to coincide with the Annual Membership Meeting. Agencies or individuals who do not renew their membership will cease to be members of CIAFV.

10.1.8. Any member of the initiative is expected to abstain from activities or support of a specific initiative if for any reason it would put them in a conflict of interest. See Conflict of Interest Policy 10.1.7 Appendix A

## 10.2. Leadership Team

10.2.1. The Leadership Team is comprised of the fiscal agent for CIAFV, staff employed by CIAFV and up to 6 additional members. The leadership team should reflect a balance of community agency and system representatives.

10.2.2. Leadership Team Members have a Terms of Reference outlining the role. These Terms of Reference will be reviewed annually in the spring prior to the AMM. Leadership Team members commit to missing a maximum of two meetings a year, See Terms of Reference for Leadership Team Members 10.2.2 Appendix B

10.2.3. The fiscal agent of CIAFV has a Fiscal Agent Agreement which will be reviewed annually in the spring prior to the AMM. See Fiscal Agent Agreement 10.2.2 Appendix C

10.2.4. Members of the Leadership Team are nominated and voted in by the CIAFV members at the Annual Membership Meeting (AMM). As necessary, members may be elected to the Leadership Team at regular monthly meetings, if notice is given to the larger membership in advance. See Nomination and Voting Policy for Leadership Team Members 10.2.4 Appendix D

10.2.5. Membership on the leadership team is on a staggered rotational basis in staggered terms. Leadership Team Members will vacate their position after the AMM.

10.2.6. The Leadership Team, excluding the staff, are responsible for supervision of CIAFV staff and human resource issues within the Human Resource policies of the fiscal agent.

10.2.7. The Leadership Team will seek input from the CIAFV membership on any decisions that affect the membership or function of CIAFV as a whole.

## 10.3. Staff:

10.3.1. Staff are employees of Community Initiatives Against Family Violence but are hired by the fiscal agent for CIAFV.

10.3.2. All human resource issues are discussed by the Leadership Team.

10.3.3. Staff have voting authority unless it relates to any human resource issue. Staff will be able to provide input into human resource issues that affect them.

10.3.4. All staff have job descriptions and will be supervised by the Leadership Team. The Leadership Team/CIAFV Coordinator will conduct Annual Performance Evaluations.

## **11. Meetings**

### 11.1. Monthly CIAFV Meetings

11.1.1. Meetings are held monthly as determined by the membership.

11.1.2. The meeting format will include a leadership team update, membership updates, agency profiles, discussion on the needs of the members and community issues and quarterly guest speakers.

11.1.3. Agendas for the meetings are prepared by Staff and reviewed by the Leadership Team with any participating members having the right to put forward items for the agenda prior to the meeting or at the meeting.

11.1.4. Agendas will be distributed one week prior to each meeting.

11.1.5. Minutes will be taken by the Administrative Assistant for CIAFV. Minutes will be distributed to the members of CIAFV by the Administrative Assistant within one week of the meeting.

11.1.6. Locations will be determined by the General Membership.

### 11.2. Project Team Meetings

11.2.1. All Project Teams will have a Terms of Reference with clear goals, targets and timelines.

11.2.2. A chair will be designated by the Project Team. Each Project Team will decide whether one Chair, two Chairs or a Rotational Chair would best serve the needs of the project team.

11.2.3. Meetings times and dates are decided by each Project Team.

11.2.4. Agendas are prepared by the Chair(s), with members having the option to put forward items for inclusion. Agendas will be distributed one week prior to each meeting.

11.2.5. The process for taking minutes will be decided by each Project Team using the CIAFV minutes template (can be obtained by the CIAFV Coordinator).

11.2.6. The Chair will be responsible for distributing the minutes within two weeks of the meeting and sending a copy to the CIAFV Coordinator.

11.2.7. Chair/Co-chairs and/or Project Team members are responsible for providing updates and reports on behalf of their Project Team at the general CIAFV meeting.

### 11.3. Leadership Team Meetings

11.3.1. Meetings occur monthly and prior to the monthly CIAFV meeting.

11.3.2. Two weeks prior to the meeting, the Administrative Assistant sends out a request for agenda items to the Leadership Team.

11.3.3. The agenda is finalized prior to the Leadership Team Meeting

11.3.4. Regular agenda items include Coordinator Reports, Budget, ECCCR Update, CIAFV meeting agenda and other items as selected by the Leadership Team.

11.3.5. CIAFV members or Project Teams submit items for Leadership Team discussion through the Administrative Assistant.

11.3.6. The Leadership Team conducts two planning sessions yearly. The purpose of these meetings are to orient new Leadership Team members to their role and to discuss items that due to their complex nature will require additional time outside regular meetings to brainstorm and discuss.

### 11.4. Annual Membership Meeting

11.4.1. This meeting will occur annually

11.4.2. The Leadership Team organizes the AMM and sets the agenda

11.4.3. The purpose of the meeting is:

- to plan the activities of the next year,
- celebrate the successes of the previous year,
- to have an opportunity to get to know other CIAFV members in a social setting

11.4.4. A presenter may be invited to speak at the annual membership meeting if there is interest from the CIAFV membership.

## **12. Communication**

- 12.1. The Leadership Team will be the hub for information sharing for CIAFV.
- 12.2. Each Project Team will have an opportunity to update CIAFV membership at the monthly CIAFV meetings.
- 12.3. Updates from Project Teams will be included in the minutes of the general CIAFV meeting.
- 12.4. CIAFV has a website at [www.ciafv.com](http://www.ciafv.com) that is maintained by the Administrative Assistant. The website will be updated quarterly.
- 12.5. CIAFV members receive emails on upcoming events and important information for membership. This information may originate with CIAFV or come from other community sources. The Administrative Assistant will determine if the information is appropriate for distribution.
- 12.6. CIAFV emails will include a disclaimer on the bottom of the email, *"This email is intended for informational purposes only. CIAFV does not verify that these opportunities are in line with CIAFV philosophy. As with anything use your own discretion. If you would like to have your name removed from the CIAFV membership email list, please reply to [ciafv@shaw.ca](mailto:ciafv@shaw.ca)."*

## **13. Decision Making**

- 13.1. All decisions must be consistent with the mission, vision and purpose of CIAFV
- 13.2. Decisions are made by consensus or by vote. A vote can be cast by a show of hands or secret ballot.
- 13.3. Each Agency has one vote. Community Members have one vote.
- 13.4. A vote will have passed if it receives approval of 51% of the attendees at a CIAFV meeting.
- 13.5. Whether a vote is called will be determined by the Leadership Team. A vote will never be called if the majority in attendance are from the Leadership Team unless it is a special circumstance.
- 13.6. Notice of decisions will be sent with the agenda.
- 13.7. Anyone who is not able to vote in person can send a representative to vote for them or send an email to the Coordinator indicating their preference.

- 13.8. If a decision needs to be made regarding a change in the Project Team focus or direction, the chair of the Project Team will bring the issue to the Leadership Team, who will then bring the issue to the larger CIAFV membership for a decision.
- 13.9. The general CIAFV membership can provide support and feedback to Project Teams. Project Teams that desire input from the larger CIAFV membership can bring the issue to the Leadership Team who will put the item on the agenda of the next meeting.
- 13.10. If conflict or disagreement occurs, it will be resolved through a sequential process of discussion:
- a) Between the individuals,
  - b) Within the Project Team,
  - c) With the Leadership Team,
  - d) With an outside mediator.
- 13.11. CIAFV believes that decision making should be principally by consensus. Within the consensus decision making model all participants give permission for a decision to proceed even though the decision is not unanimous.

**Consensus:** To find common ground, we probe the issues until everyone's opinions are understood, especially opposing opinions. We do this because the decision will impact those who will implement or be affected by it, require the commitment of those affected by it, or we have trust and open communication. We close discussions with agreement on how to proceed.  
*Source: Winer M., Ray K., (1994), Collaboration Handbook - Creating, Sustaining, and Enjoying the Journey*

#### **14. Finance**

- 14.1. The fiscal agent for CIAFV and the Leadership Team are responsible for ensuring there is funding for staff positions and the work of CIAFV. The fiscal agent and the CIAFV Coordinator are responsible to submitting proposals to prospective funders.
- 14.2. Project Teams that require funding will inform the Leadership Team of the request in writing, outlining the amount of money requested, what the money will be used for and, how the funding will help the Project Team reach their objective.
- 14.3. The fiscal agent for CIAFV will determine if the expense can be paid within the existing CIAFV budget or whether additional funding will be required.
- 14.4. If additional funding is required, the Project Team with the assistance of the CIAFV Coordinator and/or Protocols Coordinator will develop a proposal that will be sent to funders.

- 14.5. Project Teams are encouraged to develop a budget as soon as possible so that activities are not delayed due to lack of funding.
- 14.6. The fiscal agent must review and sign off on any proposals or requests for funds. Any meetings with the funders must include the fiscal agent.

### **15. Code of Conduct**

- 15.1. The success of this initiative depends on the development of positive respectful relationships both in the community as well as among CIAFV members.
- 15.2. The Code of Conduct was developed to ensure that the work of CIAFV is strengthened in the community and that the behaviours of one or more members (individuals or agencies/organizations of CIAFV does not jeopardize this important work.
- 15.3. Every member of CIAFV and their respective agencies will be made aware of the Code of Conduct when they sign the membership agreement.
- 15.4. Members of CIAFV:
  - 15.4.1. Will abide by the Working Principles of CIAFV.
  - 15.4.2. Will be clear when expressing a personal opinion vs. representing the perspective of CIAFV.
  - 15.4.3. Will treat fellow members with respect.
  - 15.4.4. Will encourage the equal and open exchange of information at all CIAFV meetings.
  - 15.4.5. All reports, minutes, training materials, evaluations or other information that is produced by CIAFV will be available to any member of the CIAFV membership at the earliest convenience.
  - 15.4.6. Agencies/Organizations will identify a representative to sit on CIAFV. If there is a concern about that representative, the procedure outlined below will be followed.
- 15.5. If a situation arises where one or more members have violated the Code of Conduct, the process is as follows:
  - 15.5.1. The CIAFV Leadership Team will address the concern with the member or members who are the subject of the concern. The preferable method would be at a face to face meeting. If this is not possible, a letter will be sent to the person(s). The person(s) will have an opportunity to address the concern and the outcome will be determined at that meeting. Options could include giving the person(s) in

question a grace period to see if the issue is resolved or by asking the agency/organization to send another representative.

15.5.2. If the person(s) continue to violate the Code of Conduct, the CIAFV Leadership Team will address the issue with the employer/supervisor of the agency/organization. Recommendations of the Leadership Team will determine the outcome.

15.5.3. If a member has been asked to remove his/herself from membership, the member will not be able to reapply for membership in CIAFV for a period of one year. A letter indicating this will be sent to the individual and his/her respective agency/organization.

**16. Working Principles Review and Revisions:**

16.1. The Working Principles will be reviewed annually.

16.2. The amended Working Principles will take effect after approval at the annual membership meeting.

## Appendix A

### Conflict of Interest Policy<sup>2</sup>

#### **Objective:**

Effective CIAFV governance depends on deliberate, thoughtful, and fair decision-making by Leadership Team, Project Team and CIAFV members. The ability to make good decisions is sometimes affected by other interests – personal or professional. One cannot eliminate conflicts of interest; they are a regular part of organizational and personal life. The objectives of this policy are to permit CIAFV to manage potential conflicts of interest successfully, when they do occur, in regards to the Leadership Team, Project Teams and CIAFV members.

#### **Definition:**

A conflict of interest arises when a person able to influence a decision, whether by official vote or moral and/or intellectual persuasion, is liable to gain:

- Some personal advantage from the outcome of the decision in which they are involved, and/or
- Some advantage for an organization with which the individual is directly involved.

A conflict of interest also arises when as individual Leadership Team, Project Team or CIAFV member's outside duties, interests or obligations may or do differ fundamentally from his/her obligations as a member of CIAFV.

#### **Assumptions**

1. No Leadership Team, Project Team or CIAFV member shall use his or her position, or knowledge gained there from, in such a manner that a conflict between the interest of CIAFV or any of its affiliates and his or her interests arises, but is not disclosed.
2. When functioning as a CIAFV Leadership Team, Project Team or CIAFV member, each person has a duty to place the interest of CIAFV foremost in any dealings with CIAFV and has a continuing responsibility to comply with the requirements of this policy.
3. Anyone who becomes aware of a potential conflict of interest with respect to any matter coming before the Leadership Team, Project Team or regular CIAFV meeting shall make this potential conflict known immediately to the chair, co-chairs or the people present in any discussion relating to the matter.
4. Given that CIAFV is an umbrella organization, it may be necessary in certain circumstances for the Chairperson or Co-chairs of the Leadership Team, Project Team or regular CIAFV meeting to secure the confidentiality of those present in a decision making process which is likely to affect someone or an organization known to those making the decision.
5. Decisions taken by the Leadership Team, Project Team, or regular CIAFV meeting regarding the management of a conflict of interest, must not only be fair, they must be seen to be fair.

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<sup>2</sup> Adapted from Alberta Council for Global Cooperation

## **Procedure**

When an actual, perceived or potential conflict is identified by any person, the following action must be taken:

1. The member affected identifies the actual, perceived or potential conflict;
2. The member must fully disclose the conflict to the Chairperson or Co-chairs and, where appropriate, to the Leadership Team Chair.
3. The Chairperson or Co-chairs shall develop an appropriate response, including where necessary, disqualification from voting and discussion and any necessary remedial action. For example, if a vote may have been affected by a previously undeclared conflict of interest, it may be necessary to hold the vote again.
4. Where a potential conflict of interest is identified, the following options may be considered and combined as appropriate:
  - a) The CIAFV or Project Team member with the conflict should not be involved in any aspect of the decision making process.
  - b) He or she may be present and/or participate in discussions but refrain from voting.
  - c) He or she will absent himself or herself from any discussions in connection with the matter in question.
  - d) He or she may participate in initial discussions and then be asked to leave for further discussions before the vote.
  - e) He or she may vote or be present for the vote, but the vote will be done by confidential ballot.
  - f) He or she may participate fully.

The Leadership Team, CIAFV and/or Project Team members must agree in majority on the option or combination of options to be taken in any conflict of interest situation.

5. Any Leadership Team, Project Team or CIAFV member may ask for a decision to be taken by secret ballot when dealing with a matter where there is conflict of interest.
6. The official minutes of the meeting must record the potential conflict of interest and how it was avoided and/or dealt with.
7. When there is a failure to agree on whether a conflict of interest exists and/or how it is to be managed, the Chairperson (or if the potential conflict of interest involves him or her, the co-chairperson) may seek legal counsel.

## **Common Sense Provision**

The application of any part of this policy shall rely heavily on the common sense of the group as a whole. Conflict of interest circumstances vary and the judgement and flexibility of the Leadership Team, CIAFV and/or Project Team must be preserved.

## Appendix B

### Leadership Team Terms of Reference Revised: July 17, 2009

#### **Purpose:**

The Leadership Team of Community Initiatives Against Family Violence and Bullying (CIAFV) acts in a shared leadership role with CIAFV membership. The Leadership Team is comprised of the Fiscal Agent (standing member), CIAFV staff, and up to six elected members from community and governmental agencies.

#### **Representation:**

Community Initiatives Against Family Violence and Bullying is a community based collaborative and as such, the Leadership Team includes representation from both nonprofit agencies and governmental systems.

#### **Role in Decision Making:**

Each year, CIAFV members vote on who will be represented on the Leadership Team. The Team consists of the voice of both systems and community perspectives and are sanctioned by the CIAFV membership to make decisions based on the principle of, "What is the family violence community saying and how can we best move this voice forward?"

Decisions made at the Leadership Team level are always a reflection of the voice of the general CIAFV membership which speak on behalf of the needs of families impacted by family violence. Members of the Leadership Team remove their own organizational priorities when sitting at the table and collectively operate through a respectful process that supports the overall good of the family violence community.

#### **Duties:**

- Provide direction and leadership to CIAFV.
- Bring information to Leadership Team meeting about opportunities for CIAFV involvement.
- Attend monthly Leadership Team Meetings (there are no meetings in August).
- Attend monthly general CIAFV meetings (there are no meetings in August, November and April).
- In conjunction with the Fiscal Agent of CIAFV, provide supervision to CIAFV staff and address any human resource issues.
- Identifying potential funders for CIAFV
- Develop agenda for general membership meeting and take turns chairing the meeting.
- Promote CIAFV in the community.
- The Chair and Co-Chair are responsible for chairing the Leadership Team meetings. The Chair, Co-Chair or designate also represents CIAFV on the ECCCR (Edmonton Collaborative, Coordinated, Community Response committee). The ECCCR is the umbrella structure for collaborative initiatives occurring in Edmonton, specifically CIAFV, Domestic Violence Centre and EJHS Victims' Assistance Program (as a part of the domestic violence courts).
- Plan and organize the Annual Membership Meeting held in October every year

**Term:** This is a three-year term.

#### **Time Commitment:**

CIAFV meeting (2 hours), Leadership Team Meeting (3 hours) + other activities (5 hours) = 10 hours per month + two Planning Days. The Chair, Co-chair or designate attends a two hour ECCCR meeting a minimum of six times per year. Leadership Team members commit to missing a maximum of two meetings a year.

**Start Date:** Following the AMM on October 14<sup>th</sup>, 2009

## Appendix C

**Memorandum of Agreement Between  
Community Initiatives Against Family Violence (CIAFV)  
& Edmonton John Howard Society (acting as fiscal agent)  
Revised: July 15, 2008**

This agreement outlines the understanding of CIAFV and Edmonton John Howard Society, to act as fiscal agent for CIAFV.

### **The Fiscal Agent agrees to:**

- Develop project budget in consultation with the CIAFV Leadership Team
- Oversee project budget
- Budget reporting to CIAFV Leadership Team on a quarterly basis and annually to CIAFV membership
- Send a Financial Report to funders
- Review, finalize and sign off any proposals
- Responsible for payroll and any other financial related to CIAFV staff – payroll, reimbursement any costs (e.g. travel, phone bills)
- Signing on any new staff
- Attend monthly Leadership Team Meetings (there are no meetings in August).
- Attend monthly general CIAFV meetings (there are no meetings in August, November and April).
- Provide Ethical financial management – will maintain separate accounting of CIAFV revenue and expenditures
- Participate in hiring staff

### **The CIAFV Leadership Team is responsible for:**

- Supervision and evaluation of CIAFV staff within the guidelines outlined within the Human Resource Policies of Edmonton John Howard Society
- Hiring project staff within the guidelines outlined within the Human Resource Policies of Edmonton John Howard Society (Leadership Team)
- Research, identify potential funders and consult with Edmonton John Howard Society to ensure no conflict of interest

### **Dispute Resolution**

Should disputes arise between the CIAFV and Edmonton John Howard Society, resolution of disputes shall follow the procedures listed below.

- 1) Dispute will initially be discussed at the Leadership Team level
- 2) If the previous avenue does not resolve the conflict, the dispute will go for binding arbitration by an arbitrator agreed to by Edmonton John Howard Society and CIAFV.

Agreement Date: \_\_\_\_\_

\_\_\_\_\_  
Signature – CIAFV Representative

\_\_\_\_\_  
Signature – Edmonton John Howard Society

## Appendix D

### **CIAFV Leadership Team Nomination and Voting Process**

- 1) The Leadership Team will review and revise the Leadership Team Member Terms of Reference and Fiscal Agent Agreement in the Spring prior to the Annual Membership Meeting in October and send out a Call for Nominations.
- 2) A succession plan has been developed by the leadership team that allows for a staggered rotation of members in and out of the Leadership Team.
- 3) Any CIAFV member who is interested in becoming a member of the Leadership Team will indicate their interest by writing a max. 200 word biography outlining their organization, connection to family violence and their membership in CIAFV. This is done so that members are able to have information on the person they are voting for. The biography will be submitted to the CIAFV Coordinator.
- 4) If a member of CIAFV chooses to nominate another person, they will receive permission from that person before the nomination is submitted.
- 5) Only CIAFV members are eligible to become Leadership Team members.
- 6) Two weeks prior to the Annual Membership Meeting, a list of nominees and their bios will be distributed through the CIAFV membership.
- 7) At the beginning of the AMM, a last minute call for nominations will be accepted.
- 8) Each agency has one vote. At the AMM one representative from each agency will receive a voting card. There will be time during the AMM to discuss the agency vote.
- 9) CIAFV agencies will vote by secret ballot.
- 10) In the event of a tie, the nominees names will be placed in a hat and the first name drawn will be accepted.
- 11) If a position is not filled, the Leadership Team will continue to recruit.
- 12) If there is a vacant position on the Leadership Team during the year and someone is interested in filling the position, an email vote of the membership will take place.
- 13) The Leadership Team will determine the Chair and Co-chair of the Leadership Team.