



2 Global Executive Limitations

Rev Date : Rev No : Ref No
10/7/2014 7 52369

The Executive Director shall not cause or allow any practice, activity, decision, or organizational circumstance which is imprudent, unlawful, in violation of commonly accepted business and professional ethics including collaborative problem solving, or inconsistent with the Ends, the Act, or further Council interpretations of the Act or Bylaws.

2.1 Treatment of Staff

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2/11/2019 6 82808

With respect to treatment of employees, the Executive Director shall not cause or allow conditions which are unfair, disrespectful, unhealthy, or unsafe.

Further, without limiting the scope of the above statement, the Executive Director shall not:

1. Operate without documented policies and procedures which clarify rules, provide for effective handling of grievances, and protect against wrongful conditions. All such policies shall be reviewed at least every five years.
2. Prevent staff from appealing to the Council when internal procedures have been exhausted.
3. Allow staff to be unprepared to deal with emergency situations.

2.2 Planning

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2/11/2019 9 82808

The Executive Director shall not permit planning that allocates resources in a way that deviates materially from Council-stated Ends priorities, that risks fiscal jeopardy, or that does not enable the longer-term ability of the organization to achieve Ends. Further, without limiting the scope of the above statement, the Executive Director shall not:

1. Operate without a written, 3-year strategic plan that can be expected to achieve a reasonable interpretation of the Ends.
2. Permit planning to omit regular analysis of strengths, weaknesses, opportunities, and threats, including external environmental issues, which may impact the Association's short and long-term future.
3. Permit budgeting for any fiscal period or the remaining part of any fiscal period that is not derived from the strategic plan.
4. Allow budgets to be developed which are based on insufficient information to make reasonably accurate projections of revenues and expenditures.
5. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
6. Permit financial planning that does not provide the amount determined annually as recommended by the Audit and Finance Committee and by the Council for the Council's direct use during the year, such as costs of fiscal audit, Council development, Council and committee meetings, Council legal fees, and ownership linkage.
7. Permit the Association to be without sufficient organizational capacity and current information about Executive Director and Council issues and processes for the competent operation of the organization to continue in the event of sudden loss of Executive Director services.
8. Operate without succession planning processes in place to facilitate smooth operations during key personnel transitions and ensure competent operation of the organization in all areas over the long term.
9. Fail to meet or appoint a designate to meet, with Audit and Finance Committee according to the Audit and Finance Committee's Terms of Reference.

2.3 Financial Management

With respect to the actual, ongoing financial conditions and activities, the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies.

Further, without limiting the scope of the above statement, the Executive Director shall not:

1. Expend more funds than have been received in the fiscal year to date.
2. Allow the untimely payment of payroll and debts.
3. Enter into new contractual arrangements with vendors that involve annual commitments of more than \$100,000 for any one contract, more than \$200,000 in total contracts, or are longer than two years.
4. Maintain levels of liquid assets equivalent to the following timeframe based limits:
 - October-November – less than 1 or greater than 13 months
 - December-April – less than 7 or greater than 12 months
 - May-September – less than 2 or greater than 7 months
5. Allow tax payments or other government ordered payments or reports to be overdue or inaccurately filed.
6. Make any capital expenditure that exceeds the originally budgeted cost by more than 10 %.

2.4 Protection of Assets

The Executive Director shall not allow the physical, financial or intellectual assets of the Association to be unprotected, inadequately maintained, or unnecessarily risked.

Further, without limiting the scope of the above statement, the Executive Director shall not:

1. Permit the Association to be without adequate theft, fire, casualty, and liability insurance.
2. Invest or hold operating capital in high or moderate risk instruments.
3. Operate without adequate safeguards to protect information and files from loss or damage.
4. Change the logo of the Association.
5. Use long term reserves (Guaranteed Investment Certificates and similar investments) for purposes other than those to address unanticipated and/or significant issues that jeopardize ongoing operations.
6. Receive, process, or disburse the organization's assets under internal controls insufficient to detect, deter, and prevent fraud; or insufficient to prevent and detect significant deficiencies or material weaknesses.
7. Implement a year-end financial audit plan without input from the Audit and Finance Committee and receiving Council approval.
8. Fail to bring the final audit report, Letter to Management and auditors financial statements to the Audit and Finance Committee prior to Council for approval.
9. Neglect to implement changes recommended in the "Letter to Management" from the auditors unless it can be shown to the Audit and Finance Committee and Council's satisfaction why a recommendation should not be implemented.
10. Acquire, encumber, or dispose of land or buildings.

2.5 Member & Public Interaction

With respect to interactions with members, or the public, the Executive Director shall not cause or allow conditions, procedures, or decisions which are unsafe, disrespectful, undignified, unnecessarily intrusive, or that are inconsistent with enforcement of the Registered Nurses Act; or Regulations under the Act; or any further Council interpretation of the Act in its Bylaws or Policies.

Further, without limiting the scope of the above statement, the Executive Director shall not:

1. Permit members to be without easy access to clear information about the privileges and responsibilities of membership, and membership fee payment options.
2. Permit the public to be without easy access to clear information about the privileges and responsibilities of SRNA membership.
3. Permit unfair, inconsistent, disrespectful, or untimely response to individual or group comments or complaints.
4. Permit members and the public to be without regular and accessible information related to the accomplishment of Ends.
5. Apply the legislation in a manner inconsistent with due process and the duty of procedural fairness.
6. Permit Council members, members of Council committees, staff advisory committees, Officers/designates of Membership Units, non-member witnesses, and annual honorees of life and honorary memberships to be without timely expense reimbursement, in accordance with Industry rates that are adjusted on an annual basis.
7. Permit unfair or unjust selection of recipients for Provincial and National awards established by Council, nor finalize the award selection prior to Council approval on the Required Approvals Agenda, following monitoring for compliance with the criteria in this policy.
8. Establish or allow continuance of Membership Units (member groups) for which there is insufficient demonstrated interest, that are inconsistent with achievement of Ends, or the activities of which are inconsistent with the Act, Bylaws, or Council policies

2.6 Compensation and Benefits

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2/5/2020 5 52370

With respect to employment and compensation and benefits to employees, consultants, contract workers, and volunteers, the Executive Director shall not cause or allow jeopardy to fiscal integrity or public image of the Association.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Change their own compensation and benefits.
2. Deviate materially from the geographic or professional market for the skills employed.
3. Unilaterally establish or change parameters of the employee pension plan without consultation with employees.

2.7 Communication and Support to Council

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2/5/2020 8 62573

The Executive Director shall not permit Council to be uninformed or unsupported in its work.

Further, without limiting the scope of the above statement, the Executive Director shall not:

1. Allow the Council to be without information to support informed Council decisions, including relevant environmental scanning data, a representative range of staff and external points of view, and significant issues or changes within the external environment, along with alternative choices and their respective implications.
2. Allow the Council to be without monitoring data as required by the schedule in the policy on Monitoring Executive Performance; in a timely, accurate and understandable fashion; and including explicit Executive Director interpretations that include rationale and evidence of compliance.
3. Allow the Council to be unaware of any actual or anticipated non-compliance with any Ends or Executive Limitations policy, regardless of the Council's monitoring schedule.
4. Allow the Council to be without timely, secure receipt of the incidental information required, including anticipated adverse media coverage, changes in personnel reporting directly to the ED, lawsuits against the organization, publicly visible external and internal changes or events, major contracts, or contracts with high public visibility.
5. Allow the Council to be uninformed if, in the Executive Director's opinion, Council is non compliant with its own GP or Council - ED relationship policies.
6. Neglect to supply for the Required Approvals agenda all items delegated to the Executive Director, yet required by law or contract to be Council-approved, along with the monitoring assurance pertaining to them.
7. Allow the Council to be without at least 3 competitive proposals for auditors every 3 years.
8. Allow the Council to be without reasonable administrative support for board activities.
9. Allow the Council to be without a slate of qualified candidates for the CNPS Board.

Rev Date : 2/19/2016 **Rev No :** 9 **Ref No** 62658

2.8 Practice of Nursing Standards

The Executive Director shall not develop or revise Standards or Criteria governing the Practice of Nursing that cannot be adequately defended, or are inconsistent with the legislated mandate of the SRNA.

Further, without limiting the scope of the above statement, the Executive Director shall not:

1. Develop or revise Standards that are not evidence-informed.
2. Develop or revise Standards without taking reasonable steps to consult with the members.
3. Develop or revise Standards that would interfere with the ability of the nursing profession to work productively with other professions with which it is important to maintain productive relations, unless it is necessary to protect the public interest.
4. Enact Standards before the Council has had opportunity to monitor them for compliance with the criteria in this policy on the Required Approvals Agenda.

Rev Date : 2/19/2016 **Rev No :** 9 **Ref No** 62658

2.9 Canadian Council of Registered Nurse Regulators (CCRN)

The Executive Director shall not participate in decisions of the CCRNR (a corporate body of which SRNA is an active member, established to promote excellence on regulatory practice and serve as a national forum and voice regarding interprovincial/territorial, national and global regulatory matters for nursing regulation) that would impact the regulatory autonomy or fiscal integrity of the SRNA.

Further, without limiting the scope of the above statement, the Executive Director shall not:

1. Vote on any issue that has potential to impact the regulatory autonomy or fiscal integrity of SRNA prior to discussion with the SRNA Council.
2. Allow the Council to be without a regular update at each face to face meeting regarding CCRNR activities.

Rev Date : 10/3/2019 **Rev No :** 9 **Ref No** 52372

2.10 Registration Examinations

Consistent with the requirements of the RN Act sections 15(m) and 19, and Bylaw VIII, the Executive Director shall not adopt or change examinations for registration and licensure as a Registered Nurse (RN) and Nurse Practitioner (NP), prior to Council's approval based on evidence of compliance with this policy. Furthermore the Executive Director shall not bring forward for approval a licensure examination that is not based on a decision making process that includes appropriate background research and consultation with the other provincial/territorial RN and NP regulatory authorities in Canada.

Accordingly, the Executive Director shall not permit development of a licensure examination that:

1. Is not based on uniformity and the establishment of common examination criteria with all regulatory authorities for RNs and NPs in Canada.
2. Has not been based on relevant research evidence, literature, and expert input.
3. Is not legally defensible:
 - 3.1 is not psychometrically sound, valid and reliable.
4. Does not reflect current RN or NP practice and represent a credible assessment of entry level competencies in Canada.
5. Does not have effective security standards in place to protect the integrity of the examination.
6. Is not cost-effective for candidates and SRNA.

2.11 Ethical Behaviour

Rev Date : 2/5/2020 Rev No : 1 Ref No : 57920

The Executive Director shall not permit lack of a high degree of integrity at all levels of the organization.

Further, without limiting the scope of the above by the following list (2.11.1 and 2.11.2), the Executive Director:

2.11.1 Code of Conduct

Rev Date : 6/11/2015 Rev No : 1 Ref No : 57920

Shall not operate without an enforced internal Code of Conduct, of which all employees are made aware, that clearly outlines the rules of expected behaviour for employees.

2.11.2 Anonymous & Confidential Reporting

Rev Date : 2/11/2019 Rev No : 2 Ref No : 62669

Shall not permit employees and others to be without a mechanism for anonymous and confidential reporting of alleged or suspected improper activities, without fear of retaliation.

1. Shall not permit employees to be without a clear process to register a concern, or without a fair and anonymous process for reporting and investigating allegations of suspected improper activities, which include but are not limited to: financial irregularities; dishonest, deceitful, fraudulent or criminal acts; and other violations of legislation.
2. For those incidents that do not implicate the Executive Director, shall not permit there to be a conflict or direct reporting relationship between the person conducting the investigation and the person alleged to have engaged in improper activities.
3. Shall not permit the reporting process to exclude a mechanism for reporting incidents that implicate the Executive Director directly to Council Chair.
4. Shall not permit disclosure of the identity of whistle blowers or the subject matter of the investigation unless it is necessary to do so to conduct a comprehensive investigation, or required by law or other council policy.
5. Shall not permit employees to be unaware that any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false shall be viewed as a serious offence and shall be subject to disciplinary action.
6. Shall not permit any employee to be adversely affected because the employee refuses to carry out a directive which would result in an improper activity.
7. Shall not allow Council to be uninformed about any potential reputation exposure related to these matters.
8. Shall not fail to notify and involve the Audit and Finance Committee if financial irregularities or fraudulent acts are suspected as soon as possible.

2.12 Program/Organizational Review

Rev Date : 2/5/2020 Rev No : 1 Ref No : 74740

The Executive Director shall not fail to ensure that there is transparent, accountable ongoing quality improvement processes within each program and service area, and that expert evaluations, which may include evaluation of an external expert, of each area are carried out at least every five (5) years. The reports shall be submitted to Council. Further, the Executive Director shall not fail to submit the report to Council within three months of the Executive Director receiving the report.

2.13 Senior Level Management

The ED shall not take on any senior level management positions within the organization on a permanent basis without prior approval by Council.