



Canadian Friends  
Service Committee  
(QUAKERS)  
[www.quakerservice.ca](http://www.quakerservice.ca)

## **New Member Orientation Package**

**September 2013**

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## Getting started...

Welcome to CFSC! This orientation guide will give you a general overview of what to expect during your service on CFSC. It will give you an outline of the meetings that will take place at the first CFSC board meeting in October, as well as some general background information about the structure and function of CFSC. If you have additional questions about your service on CFSC, please feel free to contact the Clerk of CFSC. If you have questions about the ongoing work of a particular program or administrative committee, you may find it additionally helpful to speak to a member currently serving on that committee, or to contact the Clerk of CFSC at [clerk@quakerservice.ca](mailto:clerk@quakerservice.ca). The appendix at the back of this orientation guide lists current members and indicates the committees on which they serve.

## What is CFSC?

Founded in 1931, Canadian Friends Service Committee (CFSC) acts on the peace and social justice concerns of Canadian Yearly Meeting of the Religious Society of Friends (Quakers) in Canada. CFSC is a Standing Committee of CYM and is a registered federal charity and a federally-registered not-for-profit corporation.

**CFSC's purpose is the "unify and expand the concerns of Friends in Canada."** We are guided in this service by a vision of a world in which peace and justice prevail, a world in which the causes of war and oppression are removed, a world in which the whole of Creation is treated with respect, a world in which individuals and communities are freed to reach their fullest potential.

## What does CFSC do and how do I fit in?

The work of CFSC is carried out by the Board (the "committee as a whole") and its various program committees and administrative committees. Every CFSC board member (except the CFSC Clerks) serves on one program committee and, if possible, an administrative committee. New board members visit the different program committees during their first CFSC meeting and choose the one on which they will serve by the end of the weekend. Sometimes a particular committee has greater need for new members and Friends may be encouraged to consider service there.

### ***Program Committees of CFSC:***

CFSC has three program committees which focus on different concerns of Friends.

**Quaker Peace and Sustainable Communities Committee (QPASCC):** QPASCC puts the Quaker Testimonies into practice through projects, education, and public witness designed to alleviate suffering and poverty, promote justice, sustainable livelihoods and peace through projects in Canada (including policy work) and overseas. QPASCC works in partnership with Meetings on overseas projects and funds individuals following leadings. Projects are designed to have long-term

results and develop self-reliance, as well as to respond to practical needs. Contact: [qpasc@quakerservice.ca](mailto:qpasc@quakerservice.ca)

**Quaker Aboriginal Affairs Committee (QAAC):** QAAC seeks to increase Friends' awareness of Indigenous Peoples' land and treaty rights and self-determination. It is involved in work at local, regional, national and international levels. Contact: [qaac@quakerservice.ca](mailto:qaac@quakerservice.ca)

**Quakers Fostering Justice (QFJ):** Singly and in partnership with others, QFJ works toward discerning, developing and encouraging responses that actively prevent harm, repair harm and move beyond harm in relation to the justice system through means that are healing for all concerned and for society as a whole. QFJ works to achieve penal abolition and to foster a way of life that is both just and compassionate by engaging in research, education, policy dialogue and concrete assistance. Contact: [qfj@quakerservice.ca](mailto:qfj@quakerservice.ca)

**Working Groups:** Sometimes working groups may be formed on a temporary basis to carry out a specific piece of work. These may be formed either within a program committee, or within CFSC as a whole.

**Other:** Work is also undertaken through membership in a number of external organizations (often of which CYM or CFSC are members), with which CFSC links through the General Secretary and program committees (more information below). The General Secretary, as well, is sometimes assigned program-related "special projects", often short-term. Some examples of such projects are our recent work on the Civil Marriage Act and on conscientious objection.

### ***Administrative Committees of CFSC:***

**Executive Committee:** The "mandate" of the Executive Committee is "to carry on the work of CFSC in between Board Meetings and to support the work of Program Committees". A lot of their work is policy preparation and administrative matters. The Executive consists of the Clerk, Associate Clerk, Treasurer, Clerks of the Program Committees and Clerk of Personnel Committee. If some of the above are unable to participate in the Executive Committee, alternates may be appointed to serve. Meets 5 – 6 times a year, often by conference call.

**Personnel Committee:** Consists of CFSC board members and, occasionally, Friends with personnel skills who are not on CFSC. It is connected, as well, to the CYM Personnel Policy Committee. Ensures personnel policy is appropriately implemented, arranges for personnel evaluations, and is involved in all hiring of staff. Meets before every Board Meeting and as needed.

**Finance Committee:** Made up of the Treasurer and appointed members (who may or may not be on the board of CFSC). Finalizes CFSC's budget, monitors financial statements, addresses financial policy issues, invests funds, acts as a consultative body to staff, and provides guidance to the Executive and the Board on CFSC financial matters. Meet approximately 4 times a year.

**Fundraising Committee:** The mandate of the Canadian Friends Service Committee (CFSC) Fundraising Committee is to work with board members of CFSC, Canadian Monthly Meetings, and individual Friends to encourage their financial support of CFSC.

**Nominating Committee:** Made up of CFSC board members. Nominates Friends to serve on committees of CFSC and in leadership roles for CFSC as a whole (Clerk, Treasurer, Recording Clerk, etc.). Generally meets in the two months leading up to the Board Meetings to prepare the Nominations and as required.

## What does the staff do? What do board members do?

**CFSC staff** work under the direction of the committees with which they are associated (and to which they are accountable). Staff fulfill the administrative requirements of all of CFSC's programs as well as programmatic work at the instruction of committees.

**Board members** are involved in program decisions as well as program implementation during and between meetings. They also establish policy and act as ambassadors for CFSC in their meetings (including fundraising assistance as able). For more information, see **Appendix I** of this document.

Given that staff are accountable to board members in particular roles (ex. Executive Committee members) and positions (clerks), it is important for Friends so serving to understand that they have a staff management role. For clerks, it is particularly with regards to the staff person's work plan (see the individual staff job descriptions in the POP Manual, which outline lines of accountability). A useful resource is the following guidebook to the Employment Standards Act of Ontario: [http://www.labour.gov.on.ca/english/es/pdf/es\\_guide.pdf](http://www.labour.gov.on.ca/english/es/pdf/es_guide.pdf) CFSC Personnel Committee is a resource for all CFSC members and staff with regards to employment law, etc.

## How does business proceed in CFSC?

### ***Part A: Meetings at the fall and spring CFSC board meetings***

At the CFSC bi-annual board meetings, four main types of meetings take place:

- 1. Annual General Meeting (fall only)** - This is a very short meeting that takes place once annually at the time of the Fall Board Meeting. Its primary business is the appointment of the Board of Directors (more on this below).
- 2. Board Meeting** - This is where CFSC, as a whole committee, makes decisions that affect the whole organization. At each gathering the Board meets as a whole for four sessions, twice on the Friday, once on the Saturday and once on the Sunday morning.
- 3. Program Committee Meetings** - This is where the focused project-work of CFSC takes place. Program committees meet for two sessions on the Friday and two sessions on the Saturday of both the fall and spring CFSC gatherings

**4. Personnel Committee Meeting** – This happens the day before the board convenes; most of the meeting is not “open”. Requests to attend should be sent to the clerk of Personnel in advance.

The following lays out these three meetings in more detail:

**Annual General Meeting** - A frequent point of confusion for new members of CFSC (and sometimes for more seasoned members too!) is the dual nature of CFSC as both a committee under CYM and also a registered federal charity and a federally-registered not-for-profit corporation. Because of CFSC’s not-for-profit status, CFSC is required to hold an annual general meeting where the board is appointed, the audit and annual report received, and the auditor appointed. CYM appoints the members of CFSC the not-for profit corporation, who in turn appoint themselves to serve as the Board of Directors, which acts as the governing body of CFSC. Board Directors are legally required to be over 18 years of age, so any Young Friends serving on CFSC who are under 18 would be members of CFSC but not Board Directors. Still, they are given the “freedom of the meeting”.

**Board Meeting** - It is here that the “committee as a whole” makes decisions that affect the whole organization: approval of the budget, nominations, new policy or directions, etc. Note that at the Board Meeting, and during the Program Committee Meetings, Friends act in their capacity as Board Directors.

**Program Committee Meetings** – The program committee meeting is typically where decisions on specific program work are made. Decisions are made by the Program Committees, which then inform the Board on Sunday morning. In areas of new policy, or uncertainty, the issue is brought to the Board or to CYM for consideration. It is useful to review the “beachball diagram” (see **Appendix II**), which illustrates how a concern is developed within CFSC as a way to understand our process. Program committees work in-between the fall and spring meetings by email and at times by conference call.

### ***Part B: Committee work outside of the fall and spring CFSC board meetings***

In addition to the program committee work mentioned above, most administrative committees do their work in advance of Board Meetings or Executive Committee Meetings where they bring business forward for approval or to report to Friends. This work is done by conference call, email, or face-to-face or a combination thereof. Friends are not automatically appointed to administrative committees but are encouraged to consider serving on one of these committees.

**Executive Committee** meets 5-6 times a year outside of the spring and fall CFSC gatherings. Most business is referred to it by the Board. The Executive works on it (often in conjunction with another administrative committee) and either brings it back to the Board or informs CFSC members of the decision through their minutes. Executive keeps the CFSC ship sailing between Board Meetings, particularly as it relates to issues of concern to CFSC as a whole (mostly administrative).

## What can I expect between Board Meetings?

For the most part, the face-to-face work of CFSC is accomplished at the two bi-annual meetings, though members may have assigned tasks that need completion between meetings<sup>1</sup>. If you are serving on the Executive or another administrative committee, there may be some additional meetings between Board Meetings, either in person or by conference call, depending on the committee and the geographic distance of those serving on it. Generally speaking, though, most of the CFSC work that occurs between bi-annual meetings is conducted via long-distance communication. In most cases, this means email communication, though program committees or working groups might choose to set up conference-call meetings on occasion. Depending on the program or administrative committee, the volume of emails between meetings may be high. Work between meetings may include carrying out project work, writing or editing of committee materials, responding to communications with outside partners on CFSC projects, or email decision-making. Because discernment via email is a challenge, decision-making between CFSC board meetings is often limited to fairly simple or straightforward decisions.

## CFSC Resources: What do I need to read to be prepared for CFSC meetings and service?

**Documents in Advance:** Prior to each CFSC meeting, members are provided with Documents in Advance. There are two sets of these documents: one set for the Board Meeting, and one set for the program committee work. The Board Meeting documents are circulated by the CFSC General Secretary, while the program committee documents are circulated by the staff member for that particular program committee. As a new member who has not yet chosen a program committee, you will receive the documents in advance for all three program committees to help prepare you to participate in any of the program committee meetings during your first fall gathering.

**POP Manual:** The Policy and Organizational Procedure (POP) manual outlines the details of CFSC policy and procedure for a wide range of contexts. This is a reference guide that should be consulted whenever policy-related questions arise during committee work. Typical situations in which the POP manual might be useful could include determining how to proceed if a conflict-of-interest situation arises during program committee work, or understanding how CFSC's status as a not-for-profit organization impacts decisions about project funding (for example, CFSC is not permitted to fund political/partisan work). The POP manual outlines CFSC policy for these and many other situations you may encounter during your CFSC work. The POP manual can be downloaded at <http://quakerservice.ca/wp-content/uploads/2011/11/CFSC-POP-Manual-at-20111108.pdf>. If you want a hard copy, contact the Office Administrator at [info@quakerservice.ca](mailto:info@quakerservice.ca)

**Other info:** For program and activity information, visit CFSC's website – [www.quakerservice.ca](http://www.quakerservice.ca) – and read the *CFSC E-Newsletter* and *Quaker Concern*, to which all board members are subscribed so they can keep abreast of activities.

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<sup>1</sup> Board meetings are held the first full weekend of March and the last full weekend of October, unless it conflicts with Hallowe'en, in which case it will happen the weekend prior.

## How does CFSC “fit in” with CYM and its other justice work?

CYM holds membership in a number of ecumenical and Quaker organizations; CFSC’s committees maintain relationships with representatives to these bodies and the organizations themselves as it pertains to our work and Friends’ concerns. In addition, we link up with other Quaker service agencies that are engaged in service work to exchange information and collaborate on work as led.

### **Ecumenical partners** (CYM is a member):

- Kairos: Canadian Ecumenical Justice Initiatives
- Canadian Council on Justice and Corrections
- Interfaith Committee on Chaplaincy in the Correctional Service of Canada
- Project Ploughshares

### **Quaker partners** (CYM is a member):

- Friends General Conference
- Friends United Meeting
- Friends World Committee for Consultation
- Quaker UN Offices in New York and Geneva (this relationship is through FWCC)
- Quaker Earthcare Witness (formerly Friends Committee on Unity with Nature)

### **Other partnerships** (CFSC is a member)

- International Civil Liberties Monitoring Group (ICLMG)
- Canadian Council for International Cooperation (CCIC)
- Saskatchewan Council for International Cooperation (SCIC)
- Ontario Council for International Cooperation (OCIC)
- Canadian Council for Refugees (CCR)
- National Association Active in Criminal Justice (NAACJ)

### **Quaker agencies** (CYM is not a member, rather we have a “sibling” relationship):

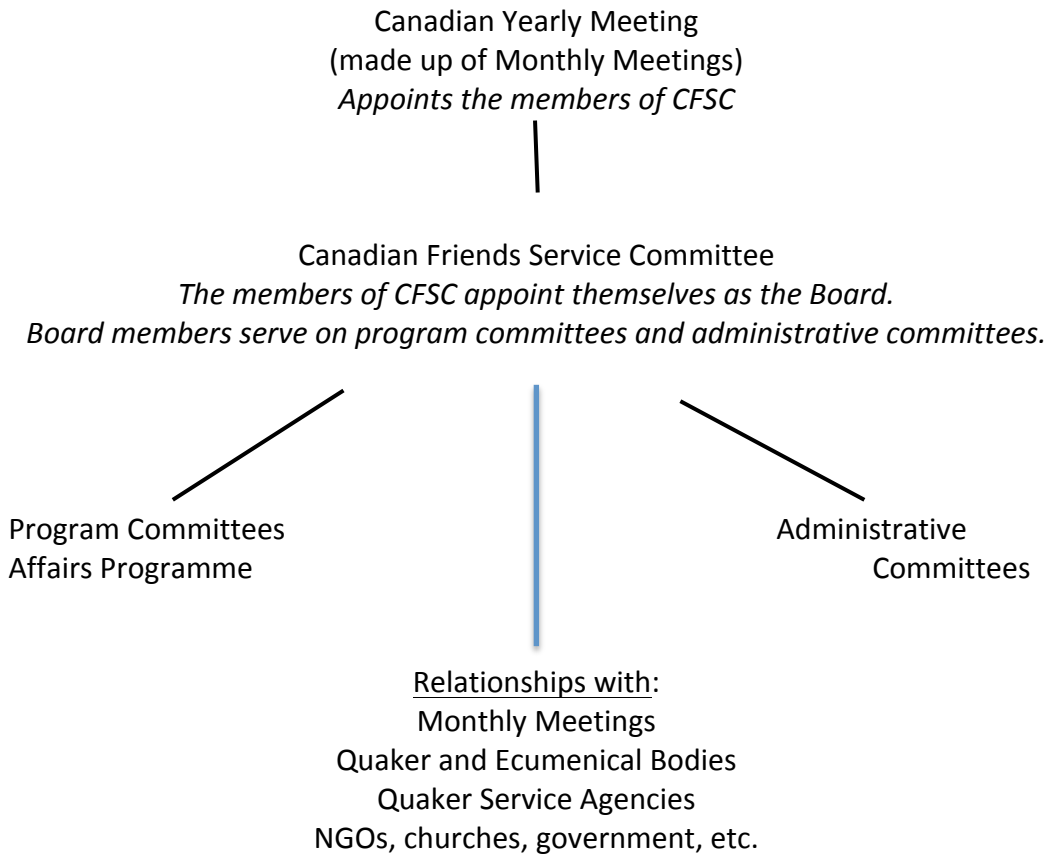
- American Friends Service Committee
- Friends Committee on National Legislation
- Quaker Hilfe (committee of German YM)
- Quaker Peace and Social Witness (committee of Britain YM)
- Quaker Service Australia
- Quaker Service Norway (Kvekerhjelp)

In addition, of course, CFSC is in regular communication with Monthly Meetings. It is always helpful to get MM minutes and letters to government so that we are aware of the concerns in which Friends are engaged. If you can arrange for your Meeting’s minutes to be sent to [cfsc@quakerservice.ca](mailto:cfsc@quakerservice.ca) it can help CFSC track what social issues are of current concern to Friends across Canada.

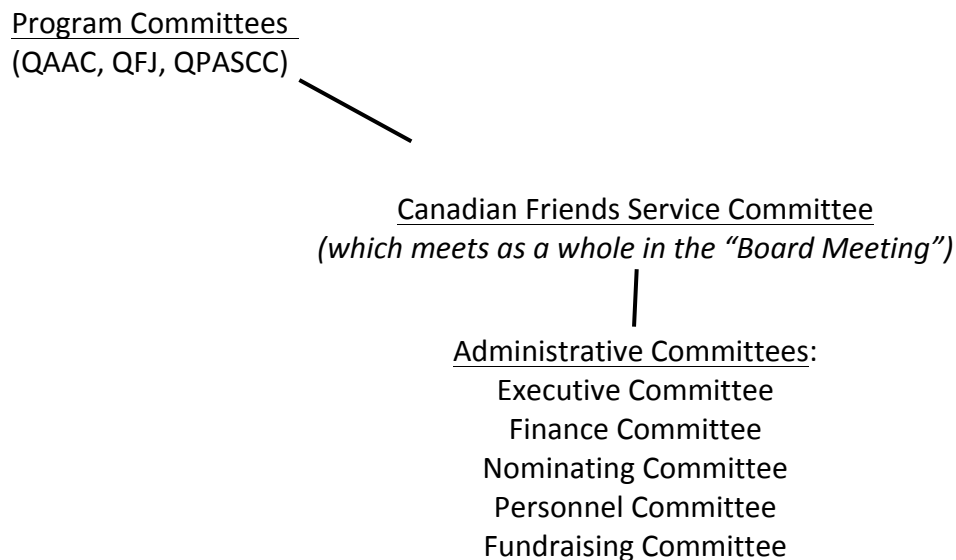
## What does the “big picture” organizational structure look like?

The two visual charts on the next page provide a visual picture (1) of where CFSC fits within the structural framework of Canadian Yearly Meeting and (2) of CFSC's internal organizational structure.

**Visual map of CFSC in relation to CYM and its associative bodies:**



**Visual map of CFSC's internal organizational structure:**



## ***Appendix I: Policy - The Board of Directors & Executive Committee of CFSC***

Canadian Friends Service Committee is governed by a board of directors. The members of CFSC (the corporation) are appointed by CYM; they then appoint themselves as the board of directors at the Annual General Meeting in the fall. Supporting the work of the board during the year are the Executive Committee and the officers. Friends with particular skills can be appointed by CFSC as corresponding members and associate members to fulfill particular needs within CFSC. They are not a part of the board of directors nor do they participate in their decision-making.

### **Board of Directors (2010)**

#### Roles and responsibilities of the Board of Directors of CFSC:

To discern the leading of the Spirit we listen for promptings within ourselves and in the ministry of others. This does not mean that we don't use our brains or think. It does mean, however, that we try to open ourselves to an awareness of the working of the Spirit both within ourselves and within the meeting as a whole.

It is this experience of being gathered in the Spirit that is the unity we seek in making decisions. We share our knowledge, opinions, and insights as we feel led, but in the end we release them as we discern the leadings of the Spirit in the gathered meeting.

Meeting for worship for business is a central part of the life of CFSC, for it is here that we experience the corporate gift of God: love in action.

~ Adapted from Roger Walmsley, 2003, in *This We Can Say: Australian Quaker Life, Faith and Thought*. Australia Yearly Meeting 2003, 2.37.

#### Introduction:

CFSC is a federally registered charity and a federal not-for-profit corporation. CFSC is also a Standing Committee of Canadian Yearly Meeting.

CFSC is governed by a board of directors. Directors are persons who govern a registered charity and/or corporation. Within CFSC, the board of directors is the body which considers the direction of CFSC's service, and the spirit and manner in which it is carried out.

In fulfilling its mandate, CFSC's board of directors must comply with the objects of CFSC as stated in the letters patent and the bylaws as well as our charitable purposes. It must also comply with the relevant provisions of charity law as well as the Corporations Act (federal) and the rules established under the common law governing directors' duties. Friends serving on the board of directors are required to fulfill their role with competence (or skill) and diligence in the best interests of the corporation.

#### Membership on the board of directors:

There are twenty-two directors on the board of CFSC, including one representative appointed by

Canadian Young Friends Yearly Meeting. Given CFSC is incorporated, our process is a bit unusual. Canadian Yearly Meeting appoints the members of the corporation who then appoint themselves to serve as the board of directors of CFSC at the Annual General Meeting of members, as outlined in the Memorandum of Understanding between CFSC and CYM (2001). Usually one-third of the members of the corporation (who, de facto, are the board of directors of CFSC) are nominated each year by the CYM Nominating Committee, and approved by Canadian Yearly Meeting, to serve for a three-year term. Members of the corporation (and, concurrently, the board) may serve two consecutive three-year terms. After a break of one or more years they may again be nominated for CFSC.

Members of the corporation (and, concurrently, the board) are not appointed to represent any group or geographical area. They are chosen for their uniqueness, for who they are and for the particular knowledge, experience and skills they can contribute. Because of this uniqueness there can be no alternate named to serve. However the meetings of the board of directors are usually open and any interested person may attend (requests must be approved by the Clerk of CFSC).

Friends serving on the board of directors are required by law to be a minimum of 18 years of age and to provide their date of birth and full legal name for the Charity Return submitted to Canada Revenue Agency.

CFSC has two additional categories of membership by which Friends can be involved in the work of CFSC: Corresponding Members and Associate Members.

Further information on being a member of the corporation of CFSC and on members' meetings (such as the Annual General Meeting) can be found in the Bylaws of the Corporation.

#### Resignation:

A member of the board of directors (who is de facto also a member of the corporation) may withdraw by sending a written resignation to the Clerk, with a copy to the Recording Clerk. If a member misses two consecutive Board Meetings, the clerk will discuss the situation with the member and may ask the member to resign if they are unable to fulfill their responsibilities.

#### Frequency of meetings:

The board of directors meets for two full weekends, one in the fall and one in the spring, on dates confirmed by the board. In addition, the CFSC clerk may convene a Board Meeting prior to, or during, Canadian Yearly Meeting at a convenient time and location.

The Annual General Meeting of the corporation of CFSC is held in conjunction with the fall Board Meeting. Its business is carried out in accordance with the By-laws of the corporation and within the terms of the Memorandum of Understanding between Canadian Yearly Meeting of the Religious Society of Friends (Quakers) and Canadian Friends Service Committee.

#### Role of the board of directors:

The board of directors is responsible for:

- the overall management of CFSC;
- ensuring supervision of all staff;

- participating in program committees which set and implement the programming of CFSC and ensuring its consistency with CFSC's charitable purposes;
- developing and implementing policy;
- being knowledgeable about the business and financial affairs of CFSC and protecting its charitable property;

Responsibilities of Friends serving as directors on the board:

In addition to what is outlined in the letters patent and by-laws of CFSC:

- Attend the fall and spring Board Meetings of CFSC having read documentation circulated in advance and being prepared in heart and mind;
- Serve on a program committee (e.g. QPASCC, QFJ, QAAC);
- Serve on an administrative committee (e.g. Nominating Committee, Finance Committee, Personnel Committee, Executive Committee [by virtue of position or as designated]) and/or working group of the board;
- Appoint all members of administrative committees, working groups, and ad-hoc committees of the Board;
- Approve the budget of CFSC (including QIAP budget) at the spring Board Meeting;
- Ensure CFSC's fiscal responsibility (principally managed through the year by the Treasurer, CFSC Finance Committee and Executive Committee), receipt of financial reports at board meetings;
- Approve all CFSC-related policy for inclusion in the POP Manual including our vision, terms of reference, principles, etc.;
- Approval programmatic policies on the recommendation of program committees;
- Support the fundraising efforts of CFSC which are essential to fund the work;
- Be knowledgeable about the work of CFSC by reading the regular flow of information sent to directors by staff and clerks;
- Be familiar with the content of the CFSC Policy, Organization and Procedure Manual and consulting as necessary;
- Be an ambassador for CFSC with Friends in own local area including own Monthly Meeting and Half Yearly Meeting;
- From time to time considering contributing a CFSC news item for the Canadian Friend or Quaker Concern;
- Communicating concerns, support, ideas and criticism from Friends to CFSC;
- Assist in planning CFSC presentations at Yearly Meeting.

Compensation:

In Ontario, where CFSC's head office is located, Directors are not entitled to compensation for serving on the board of a charity other than reimbursement of reasonable expenses incurred to further the purpose and activities of the charity. Directors cannot receive salaries, stipends, grants, honorariums, consulting fees from a charity. With regards to the latter, if a director is an accountant or lawyer, for example, neither they nor their firms can provide any fees for service. (October 3, 2007 - from:

[http://www.globalphilanthropy.ca/index.php/articles/top\\_ten\\_canadian\\_charity\\_law\\_issues/](http://www.globalphilanthropy.ca/index.php/articles/top_ten_canadian_charity_law_issues/)).

Under the Income Tax Act, a registered charity that confers on a director an undue benefit is liable to a penalty equal to 105% of the amount of the benefit. This penalty increases to 110% and the suspension of tax-receipting privileges for a repeat infraction within 5 years.

Directors of the board are able to claim approved expenses associated with fulfilling their role (please see *"Finance - Expense Reimbursement and Budget Disbursements"*).

Officers:

The officers of CFSC are the clerk, associate clerk, recording clerk and treasurer. The terms of reference for officers are outlined in both CFSC's letters patent and by-laws and separate entries in this section.

**Executive Committee (2010)**

1) The "mandate" of the Executive Committee is to carry on the work of CFSC in between [Board] Meetings and to support the work of Standing Committees.

(Minute #15 Executive Committee Minutes October 24, 1992)

2) The CFSC Executive Committee is approved at the Fall Board Meeting. It consists of the Clerk, the Associate Clerk, the Treasurer, the Clerks of Program Committees and the Clerk of Personnel Committee (ex-officio if not a member of CFSC). If some of the above are unable to participate in the Executive Committee, designates may be appointed to serve by the relevant committee.

3) The Executive Committee may allocate up to \$1000 from whatever contingency funds are available in the CFSC budget.

4) The Executive Committee has a prescribed role in personnel matters – see "Personnel Policy" section for details.

## ***Appendix II: Beachball Diagram***

### **Description of CFSC's process for program development, or how the development of a concern through CFSC produces change**

Inspired by worshipful reflection, and clarified by committee discernment, Friends provide concrete assistance and engage in policy dialogue. Experience in these activities identifies research needs.

Knowledge gained through research and experience is shared with Friends and the general public through education activities.

The education activities also inspire more people to get involved, strengthening the concrete assistance and policy dialogue work.

This work is also strengthened by Quaker methodology, which grows from our belief that everyone has a contribution to make, and by building relationships and partnerships.

This entire process results in both immediate and long-term changes towards a peaceful, sustainable world community.

(November 2006)

(See next page for diagram)