

# NSCSW

# Governance

## Policy Manual



Definitions		4
Overview of the “Council Policy Governance” Model	#EP 1	5
Objectives and Purpose	#EP 2	6
Global Executive Constraint	#EL 3	10
Treatment of Staff	#EL 4	11
Staff Complaints to Council	#EL 5	12
Compensation and Benefits	#EL 6	13
Financial Condition & Activities	#EL 7	14
Financial Planning and Budgeting	#EL 8	15
Asset Protection	#EL 9	16
Communication and Support to the Council	#EL 10	17
Emergency Executive Succession	#EL 11	18
Hiring of the Executive Director/Registrar	# EL 12	19
Collaborations	#EL13	21
Revenue Generation	#EL 14	22
Information Management	#EL 15	23
Services	#EL 16	24
Signing Officers	#EL 17	25
Global Governance Commitment	#GP 18	27
Governing Style	#GP 19	28
Council Structure	#GP 20	29
Council Job Description	#GP 21	31
Council Members' Code of Conduct	#GP 22	32
Accessibility Policy	#GP23	33
Complaints against a Board or Council Member	#GP 24	40
President’s Role	#GP 25	42
Council Committee Principles	#GP 26	45
Council Appointments to the Board of Examiners	#GP 27	46
(Revised) Complaints and Discipline Committee Stipend	#GP 28	47
Council Relationship with Board of Examiners	#GP 29	49
Council Committee Structure	#GP 30	50
Strategic Planning	#GP 31	53

Governance Investment	#GP 32	54
Conflict of Interest	#GP 33	55
Global Council-Management Delegation	#BMD 34	57
Unity of Control	#BMD 35	58
Accountability of the Executive Director/ Registrar	#BMD 36	59
Delegation to the Executive Director/Registrar	#BMD 37	60
Monitoring Executive Performance	#BMD 38	61
Executive Director/Registrar Job Description	#BMD 39	62
Arrangement of Travel	#EX 40	64
Reimbursement of Expenses	#EX 41	65
Operational and Discipline Reserves	#FS 42	67
Project Fund	#FS 43	69
Investment Policy	#IV 44	70
Fee Increase Policy	#FS 45	71
NSCSW Awards	#AW 45	73
Student Bursaries	#AW 46	77
Advertising in NSCSW Publications	#CM 47	78
NSCSW Endorsement of Third Party Documents	#CM 49	80
Document Retention	#DR 50	81
Contracting-Out Policy	#CS 51	82
Professional Development Committee Terms of Reference	#TOR 52	83
Connections Committee (TOR)	#TOR53	87
Clinical Committee Terms of Reference	#TOR54	92
Professional Standards Committee Terms of Reference	#TOR55	98
Social Justice Committee Terms of Reference	#TOR56	104
Decolonizing Social Work - Work Group Guiding Document		109
Appendix # 1 Consensus Decision-Making Technique.		112

## Definitions

<b>Ends Policy (EP):</b>	Defines the goals that designate the results for which the organization exists, the recipients or beneficiaries of those results, and the worth of the results or the results for certain recipient groups.
<b>Executive Limitations (EL):</b>	Establish the boundaries of acceptability within which the Executive Director/ Registrars can responsibly be left to oversee the organization. These limiting policies apply to the Executive Director/Registrar means rather than ends.
<b>Governance Policy (GP):</b>	Defines and guides appropriate relationships between an organization's members, its board of directors, and its chief executive.
<b>Council and Management Delegation (CMD):</b>	Defines the connection of Council to the operations of the organization.
<b>Expenses (EX):</b>	Defines the expenses that council members and council committee members can expense for.
<b>Funding Initiatives (FS):</b>	Defines the policy on how council funds its operations.
<b>Awards and Bursaries (AW):</b>	Defines how council will award bursaries and awards.
<b>Communication: (CM):</b>	Defines how the College will use its logo and endorse statements.
<b>Document Retention (DR):</b>	Defines how the College will maintain documentation.
<b>Terms of Reference (TOR)</b>	Defines the scope, objectives and limitations to all commits of council.

## Overview of the “Council Policy Governance” Model

#EP 1

Approved by Council: November 19<sup>th</sup>, 2018

*The four areas of Council Governance Policy are:*

1. **Ends:** What should be the results of our College’s operations? What “ends” does it want achieved? The most critical of all policy areas concerns itself with what human needs are to be satisfied, for whom, and at what cost. Secondly, are the “ends” being achieved?
2. **Executive Limitations:** Those principles of prudence and ethics that limit the choice of staff means (practices, activities, circumstances, methods.) What management actions or activities will the Council not allow or support?
3. **Council-Executive Relationship:** The manner in which power is passed to the Executive machinery and assessment of the use of that Authority. How will the Council relate to management and staff?
4. **Council Process:** The manner in which the Council represents the membership and provides strategic leadership to the organization. How does the Council conduct its own business?

*Governance Defined – What is it and what it is not:*

The work of Council is called “Board Governance”. While there are many ways to define “governance”, one very simple and clear definition says:

**Governance is acting on behalf of someone else to make sure that the College achieves what it should and avoids what is unacceptable.**

The Council of the NSCSW will ensure that the mandate of the College and the articles of the Social Workers Act are fulfilled in the most efficient and effective manner within the means of the College. Governance is not management at a higher level. We think of management, the job of managers, as “the process of getting others to perform activities necessary to achieve organizational and personal goals”. Council is a governing board that shares fiduciary responsibility. The job of a Council is to govern. The Council can do its governing job in a helpful and supportive way; the job of the Council is to lead and set the strategic direction of the organization and to hold Executive Director/ Registrar accountable.

## Objectives and Purpose

#EP 2

**Approved by Council: November 19<sup>th</sup>, 2018**

In May of 2016 legislation was passed that reaffirmed the Social Workers Act and the profession within Nova Scotia. The amendments to the Act renewed the NSCSW's objectives, which are;

- To serve and protect the public interest
- To preserve the integrity of the social work profession.
- Maintain public confidence in the ability of the social work profession to regulate itself, and in the public interest.
- Advance and promote the practice of social work.
- Encourage members to participate in affairs promoting the practice of social work; and
- Advocate for the development, enhancement, and promotion of policies to improve social conditions and promote social justice.

*The Purpose of the NSCSW focuses on the delivery of our mandate:*

### **Regulation**

NSCSW establishes, maintains, and regulates standards of professional practice to ensure Nova Scotians receive the services of skilled and competent social workers who are knowledgeable, ethical, qualified, and accountable to the people who receive social work services.

### **Member Services**

The NSCSW provides membership services to support Registered Social Workers and Social Worker Candidates in maintaining the highest standards of professional competency, and that enable participation in a broader provincial social work community.

### **Engagement & Communication**

We engage with members, Government, employers, community groups, and citizens to build a stronger social work community, and to advance the social work profession in Nova Scotia.

### **Advocacy**

We engage with Nova Scotia's social work community in advocating for improvement to social policies, programs, and social justice.

### **Leadership & Accountability**

We provide responsive, accountable leadership to ensure the highest standards of social work for Nova Scotians.

### *Our Values:*

**Our work is grounded in integrity and professionalism which calls on us to be:**  
**Respectful**

The College is respectful of the inherent dignity of every individual and strives for cultural humility and social change.

### **Accessible**

NSCSW provides communication and services that are accessible province-wide for members, stakeholders, and the public.

### **Ethical**

NSCSW follows the established national code of ethics that adheres to the values of the social work profession.

### **Progressive**

NSCSW is proactive in reflecting the values of social work, and supports innovation through education, research, and transformative community engagement, for the sake of social justice.

### *The NSCSW Strategic Plan: Our Foundation for Growth*

**Goal 1. We regulate the profession by ensuring the highest standards of professional and ethical social work practice for the people of Nova Scotia.**

#### **Outcomes:**

- Nova Scotians see the candidacy program as a strong and relevant approach to regulation.
- The NSCSW has removed barriers to labour mobility between provinces.
- Members bring the spirit of the *Standards of Practice* and *Code of Ethics* to life.

**Goal 2. We are a recognized leader in advocacy and social justice working to protect Nova Scotians.**

#### **Outcomes:**

- Nova Scotians see the NSCSW as a credible source for critical analysis and innovative solutions to social justice issues.
- Government actively engages the NSCSW to inform policies and legislation that impact social justice and social planning.



# NSCSW

NOVA SCOTIA  
COLLEGE OF  
SOCIAL WORKERS

- The College actively and reflectively works towards embedding the recommendations from the Truth and Reconciliation Commission into its activities.

**Goal 3. Nova Scotians value social work knowledge, experience and training.**

**Outcomes:**

- Social workers are influencers in positions of leadership.
- Nova Scotians are aware of the diversity of social work practice.
- Employers recruit Registered Social Workers for their essential social work lens grounded in human rights, equity and social justice.
- Social Workers are engaged in meaningful and rewarding work that makes a difference to the social conditions in Nova Scotia.

**Goal 4. We are a centre for social work resources, professional development, ethical consultations, research and acts as the collective voice for social work.**

**Outcomes:**

- Members are supported by the College throughout their career.
- Members are a part of the NSCSW's progressive support.
- Members contribute to social work's collective voice.
- NSCSW works to enhance social worker well-being.
- NSCSW works to build conditions for social work success.
- Social workers from marginalized communities and both urban and rural settings are engaged with the NSCSW and their voice is represented within the organization.

**Goal 5. We are responsible, accountable and transparent.**

**Outcomes:**

- Nova Scotians value and trust the NSCSW.
- Demonstrated accountability as a regulatory body.
- Clear autonomy of regulatory function and membership services.





## *Our Organizational Structure*



**Approved by Council: November 19<sup>th</sup>, 2018***Policy*

The Executive Director/Registrar shall adhere to practices, activities, decisions and organizational structures which are legal, prudent and commonly accepted management practices that adhere to the NSCSW Code of Ethics and Standards of Practice and are consistent with the NSCSW objectives, purpose, values, regulation and bylaws.

## Treatment of Staff

#EL 4

Approved by Council: November 19<sup>th</sup>, 2018

### *Policy*

With respect to treatment of paid and volunteer staff, the Executive Director/Registrar shall create conditions that are fair, dignified, organized and clear.

### *Procedure*

Accordingly, the Executive Director/ Registrar will:

1. Operate with personnel policies and procedures that clarify personnel rules for staff and volunteers, provide effective handling of grievances, and protect against wrongful dismissal.
2. Not discriminate against any staff member or volunteer for expressing dissent within the organization.
3. Not prevent staff from grieving to Council when internal grievance procedures have been exhausted and the employee alleges that either:
  - a. Council policy has been violated to their detriment; or,
  - b. Council policy does not adequately protect their employee rights within the meaning of relevant government legislation, or human rights within the meaning of the Canadian Charter of Rights and Freedoms.
4. Acquaint staff with the Executive Director/ Registrar interpretation of their rights and protections under this policy.
5. Follow Occupational Health and Safety guidelines.

## Staff Complaints to Council

#EL 5

**Approved by Council: November 19<sup>th</sup>, 2018**

### *Policy*

Council shall ensure that staff follows appropriate procedures when forwarding complaints to the Council.

### *Procedures*

1. Proper procedures for addressing complaints are outlined in the Personnel Manual of the College (Employee Appeals and Complaints, Policy #PM33.0)
2. Staff who have complaints regarding decisions or actions of the Executive Director/ Registrar may appeal to the Executive Committee for a final decision or action.
3. Any Council member who is approached by a staff member with a complaint should direct the staff member to the President who will ensure that the personnel policy is followed.
4. The Executive Director/ Registrar may not prevent staff from complaining to the Executive Committee where the employee alleges that a significant violation of Council policy has occurred.



## Compensation and Benefits

#EL 6

Approved by Council: November 19<sup>th</sup>, 2018

### *Policy*

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the Executive Director/Registrar will maintain fiscal integrity and a positive public image.

### *Procedure*

The Executive Director/Registrar will

1. **Not** change the Executive Director/ Registrars own compensation and benefits, as those benefits are consistent with a package for all other employees.
2. **Not** promise or imply guaranteed employment.
3. **Not** establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. **Not** create obligations over a longer term than revenue can be safely projected.
5. **Not** establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
  - a. Incur unfunded liabilities,
  - b. Provides less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited,
  - c. Treat staff differently from other employees.

## Financial Condition & Activities

#EL 7

Approved by Council: November 19<sup>th</sup>, 2018

### *Policy*

With respect to the actual, ongoing financial condition and activities, the Executive Director/Registrar may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Council priorities established in this Governance Policy.

### *Procedure*

The Executive Director/Registrar will

1. **Not** expend more funds than have been received in the budgeted fiscal year to date unless the Council's debt guideline (point #2 below) is met.
2. **Not** incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within 60 days.
3. **Not** use any long-term reserves unless authorized by Council.
4. **Not** conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances within 30 days.
5. **Not** allow payables or receivables not to be settled within a reasonable time frame.
6. **Not** allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
7. **Not** make a single purchase or commitment of greater than \$3000 outside of budgeted items. Splitting orders to avoid this limit is not acceptable.
8. **Not** acquire, encumber or dispose of real estate over \$1000 without Council approval.
9. **Not** issue expense cheques to self without the written prior approval of a Council-approved signatory who has been provided with appropriate documentation and receipts.
10. **Not** fail to seek Council approval in advance of multi-year contracts to lease or purchase equipment beyond the approved budget.
11. **Not** lease facilities without the prior approval of the Council.
12. **Not** fail to pursue receivables after a reasonable grace period.

## Financial Planning and Budgeting

#EL 8

**Approved by Council:** November 19<sup>th</sup>, 2018

### *Policy*

The Executive Director/Registrar shall not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year to:

- Deviate materially from Council Ends priorities,
- Risk financial jeopardy, or
- Fail to be derived from a multi-year plan.

### *Procedure*

The Executive Director/Registrar will allow budgeting which:

1. Creates situations or conditions described that are expectable with the Executive Limitations policy entitled “Financial Condition & Activities”.

This includes:

- a. Credible projection of revenues and expenses,
  - b. Separation of capital and operational items,
  - c. Cash flow analysis, and
  - d. Disclosure of planning assumptions.
2. Provides the amount determined annually by the Council for the Council’s direct use during the year.

## Asset Protection

#EL 9

**Approved by Council: November 19<sup>th</sup>, 2018**

### *Policy*

The Executive Director/Registrar will ensure corporate assets are protected, adequately maintained and not exposed to unnecessary risk.

### *Procedure*

The Executive Director/Registrar will:

1. Insure the organization's assets for more than eighty percent of replacement value against theft, fire and casualty losses and insure against liability losses to Council members, staff, volunteers and the College itself for more than the average of comparable organizations.
2. Not allow personnel access to material amounts of funds that deviate from \$500.00.
3. Ensure facilities and equipment are maintained.
4. Mitigate the organization, its Council, and staff exposure risk against claims of liability.
5. Not receive, process or disburse funds under controls that are insufficient to meet the Council-appointed reviewer's standards.
6. Not make any purchase:
  - a. Wherein normally prudent protection has not been given against conflict of interest;
  - b. Of more than \$3000.00 without having obtained comparative prices and quality; and
  - c. Of over \$3000.00 without a stringent method of assuring the balance of long-term quality and cost. Orders shall not be split to avoid these criteria.
7. Ensure property, information and files are protected from loss or significant damage and are aligned with best practices aligned with the privacy act.
8. Invest or hold operating capital in secure instruments, including insured chequing accounts and bonds of less than an acceptable rating, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.
9. Will ensure the organization's public image, credibility, or its ability to accomplish Ends.



**Approved by Council:** November 19<sup>th</sup>, 2018

### *Policy*

The Executive Director/Registrar will ensure the Council is informed and supported in its work.

### *Procedure*

The Executive Director/Registrar will

1. Submit monitoring data required by the Council according to its policy “Monitoring Executive Director/Registrar Performance” in a timely, accurate and understandable fashion, directly addressing provisions of the Council policies being monitored, and including the Executive Director/ Registrar’s interpretations consistent with the “Delegation to the Executive Director/ Registrars” policy, as well as relevant data.
2. Make the Council aware of relevant trends, anticipated adverse media coverage, threatened or pending legal actions and material external and internal changes, particularly changes in the assumptions upon which any Council policy or decision has previously been established.
3. Make the Council aware that, in the Executive Director/ Registrar's opinion, the Council is not in compliance with its own policies on Governance Process and Council-Management Delegation, particularly in the case of Council behaviour, which is detrimental to the work relationship between the Council and Executive Director/Registrar.
4. Present information that is clear and comprehensible.
5. Ensure the Council has workable mechanisms for official Council, officer or committee communications.
6. Present to the Council alternative points of views and opinions as reasonably needed for fully informed Council choices.
7. Engage with the Council in a way that ensures equity among Council members except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Council.
8. Make council aware of any actual or anticipated noncompliance issues with any Ends or Executive Limitations policy of the Council regardless of the Council’s monitoring schedule.

*Policy*

In order to protect the Council from the sudden loss of Executive Director/Registrar services, the Executive Director/Registrar will ensure that one other person is familiar enough with Council and the Executive Director/Registrar issues and procedures to be able to maintain College services.

## Hiring of the Executive Director/Registrar

# EL 12

Approved by Council: June 2017

### *Policy*

Council is responsible for the hiring the Executive Director/Registrar (ED/R). On the acceptance by Council of the resignation of the outgoing ED/R; a search and a Recruitment committee will be convened comprising of Council, in accordance with the Terms of Reference for the Recruitment Committee.

### **Conflict of Interest:**

Note: Should a Council member considering temporary/permanent employment with the Nova Scotia College of Social Workers (NSCSW); they must withdraw temporarily from Council deliberations, voting and access to applicable Council information. For further information, please refer to the governing manual of the NSCSW: Council's Code of Conduct, Section 2(c).

### *Procedure*

The following steps set out the required procedures regarding the ED/R hiring process.

Step 1: Determine future needs of NSCSW and develop profile of ideal candidate.

Step 2: Plan a hiring strategy and recruit applicants.

Step 3: Post the position (30-day period with a beginning and an end date).

Step 3: Screen applicable applicants based on pre-determined matrix which aligns based on the qualifications that are in the job posting. The matrix should rank the first level of qualifications highest with preferred qualifications as secondary matrix.

Step 4: Interview applicable candidates

Step 5: Council is presented with the recommendation to hear presentations from two candidates based on the recruitment committee's recommendation.

Step 6: Council makes final decision on the hire.

Step 7; An offer letter is made based pay step determined to match the applicants experience. The offer is based on Band 13 determined in policy #EB10.0 in the NSCSW personnel manual

Final steps: Establish and maintain good relationships

Specific tasks from the above steps:

Step 1: Consult with Council and list the requirements of the job; review the goals of NSCSW and identify the skills, knowledge and experience that the ED/R needs to have to accomplish this job; complete an ideal candidate profile.

Step 2: Create a time frame outlining tasks; consider an acting ED/R while the recruitment process ensues if applicable; consult with staff and the membership about their preferences for the new ED/R; review the job description, create the required posting; advertise provincially and consider a national posting.

Step 3: Review all applications; establish a resume screening tool and screen for a shortlist and choose who to interview based on ideal candidate profile.

Step 4: Determine a short list of five Applicants. A matrix for interviews should be built based the desired capacities skills, values and competencies needed for the position.

Step 5: The top two candidates should be selected will be ask to present on a relevant issue to the College. Applicant is selected

Step 6: Decision of the final candidate is made by consensus; agree on the rankings; check references including previous and current employer with the establishment of reference check questions

Step 7: make the offer to the candidate, advise unsuccessful candidates only after the preferred candidate has accepted the position; draft an employment agreement that includes the start date only when the candidate has been approved for Registration by the Council of Examiners.

Final Steps: Set clear expectations for new ED/R; set a 6month probationary period with a probationary performance review prior to the end of the probationary period and provide an orientation with the completion of orientation check list; this process should be completed during the course of the probationary period.

## Collaborations

#EL13

**Approved by Council:** November 19<sup>th</sup>, 2018

### *Policy*

Collaboration with other groups can enhance and amplify the mandate and purpose of the NSCSW as well as improve service responsiveness to public and member needs and revenue generation. The Executive Director/Registrar will develop appropriate collaborations to achieve the Council's Ends, and to maximize efficiency and effectiveness in the use of resources.

### *Procedure*

Further, without limiting the scope of the above statement by the following list, the Executive Director/Registrar will:

1. Develop and implement an evaluation tool that will aid in determining whether the partnership will enhance the Council's Ends and be consistent with the organization's mission.
2. Not develop or continue collaborative relationships with, or accept donations from, organizations whose principles or practices are incompatible with achievement of the Council's Ends.
3. Not enter into a corporate sponsorship arrangement or accept donations from organizations or individuals whose practices or principles are contrary to the values of the organization.
4. Enter into formal relationship or commit the organization to any collaborative agreement after they have:
  - a. Taken necessary steps to ensure that principles and practices of the partnering organization are not contrary to the organization.
  - b. Verified the party representing the proposed relationship is an authorized agent of the group, business or organization.
  - c. Verified the credibility and creditworthiness of the proposed collaborator(s).
  - d. Ensured there are mutually agreed, clear written expectations of the collaboration.
  - e. Ensured there is a regular review process to confirm renewal or termination of collaboration.
  - f. Ensured the agreement includes an escape clause.

## Revenue Generation

#EL 14

**Approved by Council: November 19<sup>th</sup>, 2018**

### *Policy*

The Executive Director/Registrar can allow revenue generation activities that are aligned with that the Council's Ends priorities, and that conform to the NSCSW's mandate and purpose.

### *Procedure*

Further, without limiting the scope of the above statement by the following list, the Executive Director/ Registrar shall:

1. Raise or apply for funds after developing and applying a screening process.
2. Raise or apply for funds after considering:
  - a. The social and environmental impacts caused by the activity from which the funds were derived.
  - b. The extent to which appropriate measures have been taken to mitigate the negative impacts of the activity.
3. Not establish a resource, service or activity that is primarily dependent on funds derived from the sale of alcohol, cigarettes or drugs, or from gambling activities.
4. Promote a realistic expectation by the contributor of receiving a material return disproportionate to the contribution made.
5. Engage in major revenue generation activities that have will produce sufficient revenues to offset the costs of the activities.
6. Not exploit the confidence of or detract from the dignity of the organization.

## Information Management

#EL 15

**Approved by Council: November 19<sup>th</sup>, 2018**

### *Policy*

The Executive Director/Registrar shall develop and maintain an effective information management system process that assists the organization in effectively carrying out and evaluating the Councils Ends.

### *Procedure*

Further, without limiting the scope of the above statement by the following list, the Executive Director/Registrar shall:

1. Maintain an up-to-date prioritized plan for necessary information systems enhancements or acquisitions.
2. Develop a plan that ensures a smooth transition to new or upgraded information systems.
3. Evaluate the effectiveness and efficiency of information management.
4. Ensure that back-up and recovery plans are designed, documented and tested.
5. Meet legislated and Standard of Practice requirements for records retention, confidentiality, freedom of information and privacy.
6. Ensure that there are adequate back up resources for all critical organizational functions.
7. Provide appropriate security for all of the organizations records.

**Approved by Council: November 19<sup>th</sup>, 2018**

### *Policy*

The Executive Director/ Registrar may achieve the NSCSW's mandate by engaging in activities which are directed to achieving the organization Ends as determined by the Council. Acceptable programs must be either mandate enabling programs or purpose programs. Mandate enabling programs provide a positive cash flow to the organization and are at a minimum not in conflict with the organization's mandate, purpose and core values. Mandate driven programs may provide a neutral or negative cash flow to the organization but provide a significant impact on the community and the organization's mandate, purpose and core values.

### *Procedure*

Further, without limiting the scope of the above statement by the following list, the Executive Director/Registrar shall:

1. Initiate programs after undertaking a needs assessment and cost/benefit analysis.
2. Offer services which:
  - a. achieve at least one organization End.
3. Allow conditions of practice which:
  - a. Promote organization's reputation.
  - b. Are accepted as "best practice" standards, research or experience.
  - c. Ensure programs will operate with appropriate and qualified personnel.



## Signing Officers

#EL 17

**Approved by Council: November 19<sup>th</sup>, 2018**

### *Policy*

The Council of the College approves the banking institution to be appointed as the organization's bankers and the arrangement for the appointment of the signing officers for banking purposes.

The appointment of the signing officers for banking purposes is established within this policy as follows:

1. With respect to establishing the signing officers for the NSCSW the Executive Director/Registrar shall ensure that the signing officers approve of amounts in excess of \$3,000:
  - President
  - Past President
  - Vice President
  - Treasurer

and one of the following:

- Executive Director/Registrar
  - Regulatory and Candidacy Consultant
2. With respect to establishing the signing officers for the NSCSW, the Executive Director/Registrar shall ensure that the signing officers shall be as noted in No. 1, or any two of the following, on amounts less than \$3,000 (Except for Council Expenses)
    - Executive Director/Registrar
    - Regulatory and Candidacy Consultant
  3. With respect to establishing the signing officers for the NSCSW, the Executive Director/Registrar shall have signing authority on amounts less than \$500 (Except for Council Expenses)
  4. With respect to establishing the signing officers for the NSCSW, the Executive Director/Registrar shall ensure that the signing officers shall be as noted in No. 1, or the following, for regular payments which have been approved under a contract (i.e. lease payments or payments to staff benefit provider):
    - Executive Director/Registrar
    - Regulatory and Candidacy Consultant

### *Procedure*

Further, without limiting the scope of the above statement by the following list, the Executive Director/Registrar will:

1. Ensure that all approved signing authorities are submitted to the bankers with the proper documentation.
2. Ensure that all banking transactions are duly signed by only those approved by the Council as set forth in this policy.
3. Ensure that the Treasurer of the College has timely access to bank statements.

*Policy*

The purpose of the governance process policy is so the Council, on behalf of the members can guarantee the accountability of the NSCSW by ensuring that the organization:

1. Achieves agreed upon results from the appointed persons at approved costs.
2. Avoids unacceptable activities, actions and situations.
3. Rigorously commits to continual improvement in defining values and vision through the effective use of individual members' expertise to enhance the Council as a body.
4. Operates within the legal framework, mandate, regulations and governance policies of the organization.

## Governing Style

#GP 19

### Approved by Council:

#### *Policy*

The Council will govern with an emphasis on outward vision rather than an internal preoccupation; encouragement of diversity in viewpoints; strategic leadership more than administrative detail; clear distinction of the Council and management roles and responsibilities; collective rather than individual decisions; future orientation rather than past or present, and proactively rather than reactively.

#### *Procedure*

More specifically, the Council will:

1. Operate consistently with its trusteeship obligation to the public and the NSCSW members to whom the Council is accountable.
2. Cultivate a sense of group responsibility. The Council will be accountable for excellence in governing, be an initiator of policy, and use the expertise and strengths of individual members to enhance, rather than substitute for, the ability of the Council as a whole to express its values.
3. Enforce upon it whatever standards are needed to govern with excellence. Standards will apply to matters such as attendance, preparation for meetings, policy-making principles, respect for roles, and ensuring the continuity of governance capability. Continual Council development will include orientation of new members to the Council's governance process and periodic Council discussions of process improvement.
4. Allow no officer, individual or committee of the Council to hinder or be an excuse for not fulfilling its commitments.
5. Provide inspiration, direction and control to the NSCSW through the careful establishment of clearly written policies reflecting NSCSW's values and perspectives, rather than on micro-management.
6. Commit to accommodating the views of each member in working towards consensus (See Appendix #1)
7. Monitor and discuss the Council's process and performance regularly. Monitoring will include comparison of Council activity and standards to policies in the Governance Process and Council –Executive Relationship categories.
8. Abide by its corporate Bylaws, as amended from time to time.

## Council Structure

#GP 20

### Approved by Council:

#### *Council shall be made up of*

1. Executive Committee; which positions shall be;
  - a. President
  - b. Vice President
  - c. Treasurer
  - d. Secretary
  - e. Past president
    - i. Where the past president is unavailable a member at large shall be elected to the Executive.
2. The Chair of the Board of Examiners.
3. Regional Chapter Representatives
  - a. Western Chapter will hold 2 positions and encompass Yarmouth, Shelburne, Digby, Queens, Annapolis, Lunenburg and Kings counties.
  - b. Eastern Chapter will hold 2 positions and encompass; Guysborough, Antigonish, Richmond, Inverness, Victoria and Cape Breton counties.
  - c. Northern Chapter will hold 2 positions and encompass East Hants and Colchester, Cumberland and Pictou counties.
  - d. Central Region will hold 2 positions and will encompass Halifax County and West Hants.
4. Appointed Members
  - a) The representative of the Nova Scotia Association of Black Social Workers,
  - b) the representative of Indigenous social workers;
  - c) and the representative faculty members and students from the Dalhousie School of Social Work, Cape Breton University social work program, and the Universite Sainte Anne social work program

#### *Council Meetings*

Council shall meet 4 times a year and are responsible for all decisions regarding;

**Ends Policy** which defines the goals that designate the results for which the organization exists, the recipients or beneficiaries of those results, and the worth of the results or the results for certain recipient groups;

**Governance Policy** which defines and guides appropriate relationships between an organization's members, its board of directors, and its chief executive.

**Awards and Bursaries** which defines how council will award bursaries and awards;

**Expenses** which defines the expenses that council members and council committee members.

**Terms of Reference's** which define the scope, objectives and limitations of council committees.

### *Executive Meetings*

In addition to meeting with Council the Executive will meet an additional 4 times a year. The Executive is responsible for duties outlined in section 2 of the by-laws and is responsible for all matters regarding;

**Executive Limitations (EL);** which establish the boundaries of acceptability within which the Executive Director/ Registrars can responsibly be left to oversee the organization. These limiting policies apply to the Executive Director/Registrar means rather than ends.

**Council and Management Delegation (CMD)** which defines the connection of Council to the operations of the organization.

**Funding Initiatives (FS)** which defines the policy on how council funds its operations

**Communication (CM)** which defines how the College will use its logo and endorse statements

**Document Retention (DR)** which defines how the College will maintains documentation.

## Council Job Description

#GP 21

**Approved by Council: November 19<sup>th</sup>, 2018**

### *Roles and Responsibilities of the NSCSW Council*

In addition to the responsibilities stated in the by-laws, Council members have the following major roles:

1. Understands and demonstrate a commitment to the organization's vision, mission, values and programs.
2. Has overall stewardship responsibilities for the College,
3. Has charge of the affairs of the College,
4. May make or change regulations under the Social Workers Act,
5. Proposes bylaws and amendments for voting by members,
6. Regularly attends Council meetings and important related meetings.
7. Commits to actively organizing events and meetings in their regions in partnership with NSCSW staff in order to effectively communicate NSCSW vision, mission and values and seeks feedback for members.

or;

8. Participates in a Committee's of Council
9. Volunteers for and willingly accepts assignments and completes them thoroughly and on time.
10. Stays informed about committee matters, prepares themselves well for meetings, and reviews and comments on minutes and reports.
11. Gets to know other council members and builds a collegial working relationship that contributes to consensus.
12. Is an active participant in the committee's annual evaluation and planning efforts.

*NSCSW Council Member Code of Conduct*

1. Demonstrates a duty of diligence and act prudently, reasonably, in good faith in the best interests of the College
2. Demonstrates a duty of loyalty and place the College's interests first; no conflicts with personal interest; confidentiality; support decisions of Council.
3. Demonstrates a duty of obedience and act within the scope of applicable Act, Regulations, By-laws and Policies.
4. Council members will be respectful of each other and NSCSW staff during Council meetings and in their Council related functions. This will be demonstrated by respecting individual and professional diversity, respecting an individual's right to unique beliefs, and respecting the value of following the Code of Conduct for meetings.
5. Council members will oversee the proper use of College funds for College related purposes and will ensure that proper investment policies are in place.
6. Council members will act prudently in reviewing the College's budget, insuring that there are adequate fiscal controls.
7. Council members will avoid conflicts of interest and will not be involved with decisions that personally benefit them in any monetary or material way from transactions with, for, or on behalf of the College.
8. Any potential conflicts of interest should be disclosed in order to be avoided. Participation in a Council vote should not occur if there is a potential conflict of interest.
9. Council members will promote the good name and interests of the College outside the College and seek to have others hold it in high esteem.
10. Council members will maintain the College's confidentiality and privileged information as private matters. Confidential information discussed at the Council would not be shared beyond the Council.
11. The Council may adopt revisions or additions to the code as deemed necessary to promote the best interest of the NSCSW and proper functioning of the Council. A failure to uphold the Code of Conduct may result in a vote by the Council to remove a Council member. The Council member alleged to have violated the Code may not participate in the vote but may speak to the issues raised. The Council may adopt additional procedures governing removal of a Council member.



**Approved by Council: September 2021**

### *Policy*

The [Accessibility Act in Nova Scotia](#) is enacted to achieve accessibility by preventing and removing barriers for people with disabilities with respect to, the delivery and receipt of goods and services, information and communication, public transportation and transportation infrastructure, employment, the built environment, education, and a prescribed activity or undertaking; provide for the involvement of persons with disabilities, the public sector and other stakeholders in the development of accessibility standards in order facilitate the timely implementation of accessibility standards with a goal of achieving an accessible Nova Scotia by 2030.

The Nova Scotia College of Social Workers is committed to making all reasonable efforts to provide accessible services to people and members with various kinds of disabilities, and respects the core principles of independence, dignity, integration, and equal opportunity.

### *Statement on Social Work's History with Disability*

Throughout the early 20th century, eugenics discourse came to colour in many facets of social policy making across Canada. The construction and propagation of the term and classification of 'feeble-mindedness' conducted by social workers to exclude an increasing number of children from both care and society. During this period, social workers were complicit in the sorting, classifying, and segregating of children deemed 'feeble-minded' with the expressed purpose of eradicating certain classes of people from society and moreover the gene pool. Women shouldered the burden of the social reform movement, as they were considered both the solution to, and the cause, of social ills. Controlling women's reproduction was seen as the best way to ensure 'race betterment'. Women at the intersection of race, class and ability were often constructed as 'feeble-minded' and segregated for fear that they would reproduce 'their kind'. Initially, the child protection system blatantly excluded those deemed 'unworthy' or 'unreformable'. Under the rubric of eugenics, however, child protection's role shifted, and the system became complicit in the application of eugenic principle to child and family life and women's reproduction under the auspice of 'race betterment' and nation building. Social work's role in the eugenics movement and its commitment to social justice means that the NSCSW must take a leadership role in advocacy for social inclusion and leading efforts towards the accessibility in its services

### *Goal of Social Work Towards Disability*

The Nova Scotia College is committed to applying an accessibility framework to policies, programs and services to strive to provide accessible services to members and the public with

various kinds of disabilities, and respects the core principles of independence, dignity, integration, and equal opportunity.

### *Scope and Application*

Standards under [Accessibility Act](#) that apply to NSCSW and to which this policy complies are:

- the delivery and receipt of goods and services
- Integrated standards for information and communication
- the public sector and other stakeholders in the development of accessibility standards

### *Accessibility Standards for Delivery and Receipt of Services*

NSCSW will make reasonable efforts to work towards provision of services that are consistent with the principles of dignity, independence, integration, and equal opportunity by:

- Providing services in a manner that respects the dignity and independence of persons with disabilities.
- Providing services so that persons with disabilities can fully benefit from the same services, in the same place, and in the same or similar way as persons without disabilities, unless an alternative measure is necessary to enable a person with a disability to obtain, use, or benefit from NSCSW's services; and
- Providing people with disabilities an opportunity equal to that of persons without disabilities to obtain, use or benefit from NSCSW's services.

For example:

#### **1. Use of Assistive Devices**

The NSCSW encourages persons with disabilities to use their personal assistive devices while on NSCSW premises to obtain, use, or benefit from NSCSW's services.

#### **2. Communication**

When communicating with a person with a disability, the NSCSW will strive to do so in a manner that considers the person's disability.

#### **3. Use of Service Animals and Support Persons**

##### ***Service Animals:***

Persons with disabilities who are accompanied by guide dogs or other services animals are encouraged to enter NSCSW's premises that are open to non-employees with the animal and will be allowed to keep the animal with them, unless the animal is otherwise excluded by law. If the service animal is excluded by law, NSCSW will use reasonable efforts to ensure that alternate means are available for persons with disabilities to obtain, use or benefit from NSCSW's services. If it is not readily apparent that the animal is a

service animal, NSCSW may ask the person with for confirmation that the person requires the animal for reasons relating to his or her disability.

It is the responsibility of the person with a disability to ensure that their service animal is always kept in control.

***Support Persons:***

Persons with disabilities who are accompanied by a support person will not be prevented from having access to the support person while on the premises. When support persons are required for NSCSW - meetings or events, the person with a disability will be required to provide their own support person. If there are fees associated with the meeting or event, the NSCSW will work to reduce fees for that support. Advance notice of said fees will be provided if such circumstances exist.

#### **4. Notice of Temporary Disruptions**

NSCSW will make reasonable efforts to provide notice to persons with disabilities in the event of a planned or unexpected disruption in the facilities or services usually used by people with disabilities. If the disruption is anticipated, NSCSW will provide a reasonable amount of advance notice of the disruption. If the disruption is unexpected, notice will be provided as soon as possible. The notice will include information about the reason for the disruption, its anticipated duration, and a description of alternative facilities or services, if available.

#### **5. Training**

**NSCSW will provide the following training to employees, independent contractors, volunteers and others who deal with the public or third parties on its behalf;**

- pertinent accessibility legislation and the requirements of the standards.
- NSCSW's plan to meet the the delivery and receipt of service standards.
- how to interact and communicate with people with various disabilities.
- how to interact with people with disabilities who use assistive devices or require the assistance of service animals or support people; and
- what to do if a person with a disability is having trouble accessing NSCSW's services.
- Staff, independent contractors and volunteers will also be trained when changes are made to the plan.

#### **6. Feedback Process**

NSCSW is committed to providing high quality goods and services to all members of the public that it serves, including customers with disabilities. Feedback on how well NSCSW achieves this goal is welcome and appreciated.

Feedback from members of the public regarding the way NSCSW provides goods and services to people with disabilities can be made by telephone, in person, in writing, through email, or through other relevant methods.

All feedback will be directed to the Executive Director/Registrar.

Privacy will be respected, and all feedback will be reviewed for possible action that can be taken to improve NSCSW services. In most cases, a response to the feedback will be provided within 30 business days. Responses will be delivered in a format that is accessible to the individuals who submitted the feedback.

### *Accessibility Standards for Information and Communication*

NSCSW will take reasonable measures to meet the following under the Information and Communication Standards as prescribed in the Act

#### **1. Accessible Formats and Communication Supports**

NSCSW will strive to provide communication or information that is made available to the public or that is provided to or exchanged with third parties will be made accessible to persons with disabilities on request. NSCSW will achieve this by providing alternate formats or will arrange for the provision of communication supports that consider the needs of the person making the request. Costs for this additional communication piece will be addressed on a case-by-case basis and in consultation with the accessibility directorate regarding funding

*Note: the above does not apply to information that NSCSW does not control directly or indirectly through a contractual relationship, nor does it apply to unconvertible information or communication.*

### *Accessibility Standards for Employment*

#### **1. Individualized Workplace Emergency Response Information**

NSCSW will provide individualized workplace emergency response information to employees who have a disability when NSCSW is made aware of the need for accommodation. The individualized emergency response plan and associated information will be made available in alternate format as needed to consider the disability.

## **2. Recruitment, Assessment and Selection Processes**

NSCSW will:

- Notify NSCSW employees and the public about the availability of accommodations for applicants with disabilities throughout the recruitment process.
- Notify internal and external job applicants that accommodations to support their participation in all aspects of the recruitment process and we will strive to provide on request. Notification will be provided in all job postings, and in alternate formats when requested, as well as when communicating with applicants verbally or in writing.
- Notify job applicants that accommodations and supports will be provided on request when they are chosen to participate in the assessment and selection process; and
- Notify successful applicants of our policies for accommodating employees with disabilities when making an offer of employment.

## **3. Informing Employees of Supports**

NSCSW will inform its employees about its policies to support employees with disabilities and will provide job accommodations that consider the accessibility needs of employees with disabilities.

## **4. Accessible Formats and Communication Supports for Employees**

NSCSW will, when requested by an employee with a disability, provide or arrange for the provision of accessible formats and communication supports for information that is needed by the individual to perform his or her job. NSCSW will provide, or arrange for the provision of, information that is generally available to employees in the workplace. NSCSW will consult with the employee to determine the suitability of an accessible format or communication support.

### **DEFINITIONS**

*“Assistive Device”* any piece of equipment a person with a disability uses to help them with daily living. Personal assistive devices include, but are not limited to, wheelchairs, hearing aids, white canes or speech amplification devices.

*“Disability”* (a) any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other appliance or device; (b) a condition of mental impairment or a

developmental disability; (c) a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language; (d) a mental disorder; or (e) an injury or disability for which benefits were claimed or received

*“Guide Dog”* a dog trained as a guide for a blind person.

*“Service Animal”* any animal used by a person with a disability where it is readily apparent that the animal is used by the person for reasons relating to his or her disability; or where the person provides a letter from a physician or nurse confirming that the person requires the animal for reasons relating to his or her disability.

*“Support Person”* a person who accompanies a person with a disability in order to help him or her with daily tasks, such as communication, mobility, personal care or medical needs or with access to goods or services. The support person may be a paid support worker, a volunteer, a friend or a family member; the support person does not need to have special training or qualifications.



## Complaints against a Board or Council Member

#GP 24

Approved by Council: November 19<sup>th</sup>, 2018

### *Policy*

The NSCSW is committed to ensuring an unbiased examination of each and every complaint raised against a member of Council, the Board of Examiners, or any member of the Complaints Committee or Discipline Committee.

Where a complaint is received against a member of Council, the Complaints Committee or the Discipline Committee, or the Executive Director/Registrar shall determine whether the complaint relates to the role of the respondent as a member of Council or a Committee (in which event the matter shall be dealt with as part of the NSCSW's Code of Conduct), and/or whether the matter may have registration implications for the Council or Committee member, in which case the matter shall be dealt with as part of the Professional Conduct Process under the *Act*, the Regulations and Complaint policies.

Where a determination is made that the matter relates solely to the role of the respondent as a member of Council or a member, the remainder of this policy shall not apply.

### *Procedures*

1. If the Executive Director/ Registrar determines that an investigation should be commenced, the Executive Director/ Registrar may appoint an external Investigator to conduct the investigation. For purposes of this Policy "an external Investigator" is a person appointed by the Executive Director who has no direct knowledge of the matter under investigation. The external Investigator shall carry out all duties of an Investigator as set out in the *Act*, the Regulations and these Policies, and upon completion of the investigation the external Investigator shall prepare and forward a report as set out in the *Act*, the Regulations and these Policies.
2. Where a matter is referred to a Complaints Committee and the complaint involves a member of the Complaints Committee, the respondent's name and the names of other committee members who have previously sat as a panel member with the respondent shall be excluded from the process of appointment of a panel of the Complaints Committee. The respondent shall not sit as a member of a panel of the Complaints Committee for any purpose or with respect to any other complaint during the time when a complaint is outstanding against the respondent.
3. Where a matter is referred to the Discipline Committee and the complaint involves a member of the Discipline Committee, the respondent's name and the names of other committee members who have previously sat as a panel member with the respondent shall be excluded from the process of appointment of a panel of the Discipline Committee. The respondent shall not sit as a member of a panel of the Discipline



Committee for any purpose or with respect to any other complaint during the time when a complaint is outstanding against the respondent.

4. The respondent will not review the NSCSW file with respect to the complaint, and will not access information other than through normal disclosure channels provided by the Act, the Regulations or these Policies

## President's Role

#GP 25

**Approved by Council: November 19<sup>th</sup>, 2018**

### *Policy*

The President assures the integrity of the Council's process and, secondarily, occasionally represents the Council to outside parties. The President is the only Council member authorized to speak for the Council (beyond simply reporting decisions), other than in rare and specifically authorized instances. Please see the NSCSW Roles, Responsibilities and Code of Conduct for NSCSW Council for the President's role specific to chairing meetings.

1. The role of the President is to ensure that the Council's actions are consistent with its own rules and of the Social Workers Act, Regulations and by-laws.
  - a. Meeting discussion content will only be those issues that fall within the Council's jurisdictions, not the Executive Director/Registrar's.
  - b. Deliberation will be fair, open, respectful and thorough, as well as timely, orderly, and to the point.
2. The authority of the President consists of communicating decisions that fall within the topics covered by Council policies on Governance Process and Council-Staff Relationship, except where the Council specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of the provisions in these policies within the Colleges' Mandate values and ends.
3. The President is empowered to chair Council meetings with all the commonly accepted power of that position (e.g. ruling, recognizing) and to delegate such power to another Council member as Acting Chair in their absence. Notwithstanding this vested authority, it is agreed that the Council may appoint the Vice-President to act as Chair to facilitate a particular meeting.
4. The President has no authority to make decisions about policies created by the Council within Ends and Executive Limitations policy areas. Therefore, the President has no authority to supervise or direct the Executive Director/ Registrar except as specifically authorized by the Council.
5. The President may represent the Council to outside parties in announcing Council-stated positions and in stating the Presidents decisions and interpretations within the area delegated to them. The President will act as spokesperson for NSCSW in public forums and any official correspondence from NSCSW.
6. The President may delegate this authority but remains accountable for its use. It is agreed that in the President's absence, a Vice-Chair shall assume all the authority of the President if they have not specifically delegated it to another Council member.

7. The President will assess the needs of the Council and facilitate the work of the Council by providing the forum and format for adequate discussion of issues, decision making and planning. The President will also support NSCSW Council members in their responsibilities.
8. The President will work to establish and foster relationship with provincial organizations in order to help further the aims of NSCSW and its members.
9. The President will assist in identifying issues which affect NSCSW, and initiatives that may further the aims of NSCSW, and present such issues and initiatives to the Council for its consideration.
10. The President shall provide consultation to the Executive Director/ Registrar when necessary to assist the Executive Director/ Registrar in their operation of NSCSW. More specifically, the President shall provide consultation to the Executive Director/ Registrar when:
  - a. A request has been made for NSCSW to become involved in a coalition or outside committee;
  - b. A request has been made of the NSCSW to provide financial contributions to an initiative;
  - c. A complaint has been raised from a social worker about the policies and procedures of the NSCSW;
  - d. To help identify work assignments for Council members between Council meetings;
  - e. When non-routine office matters require attention; and
  - f. When planning is required for upcoming meetings / projects / initiatives.
11. The President shall provide consultation to the Executive Committee as follows:
  - a. To assist in preparing the agenda for the Executive Committee;
  - b. To chair the Executive Committee Meeting;
  - c. To monitor progress of projects and tasks undertaken, and assigned to, members of the Executive Committee;
  - d. To communicate with Executive Committee members regarding any inquiries, concerns, correspondence or information issues or items that arise between Council meetings;

- e. To review and revise the minutes of all Executive Committee meetings prior to same being circulated. (All Executive Committee Meeting notes are to be circulated to the Council in a timely manner).
12. With respect to meetings of the Council of the College, the President shall:
- a. Assist in preparing the agenda;
  - b. Chair each meeting;
  - c. Modify the process of such meetings upon receiving feedback from council members;
  - d. Review and revise minutes of meetings, as appropriate;
  - e. Monitor the projects and tasks of Council members; and
  - f. Complete correspondence in follow-up to meetings.
13. The President shall prepare correspondence notifying members of all NSCSW activities and initiatives.
14. The President will prepare reports to be presented at Council of the Colleges' meetings, when necessary and will participate in project meetings and committee meetings when requested and as required.
15. When time permits, the President will give presentations to the Council regarding issues facing NSCSW, or social workers at large, or on activities and initiatives of NSCSW.

## Council Committee Principles

#GP 26

Approved by Council: November 19<sup>th</sup>, 2018

### *Policy*

Council committees, when used, will be assigned to help the Council do its job, to reinforce the wholeness of the Council's job and so as never to interfere with delegation from Council to Executive Director/ Registrar.

### *Procedure*

1. Council committees' purpose is to support Council achieve its ends. Committees ordinarily will assist the Council by preparing policy alternatives, regulatory principles and strategic planning on NSCSW pillars for delivering its mandate and implications for Council deliberation. In keeping with the Council's broader focus, Council committees will normally not have direct dealings with current staff operations, unless specified within the terms of reference, but will be used to inform Council on strategic directions for the NSCSW.
2. Council committees may not speak or act for the Council except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Executive Director/ Registrar.
3. Council committees cannot exercise authority over staff. The Executive Director/Registrar works for the full Council, and will therefore not be required to obtain approval of a Council committee before an executive action.
4. This policy applies to any group that is formed by Council action whether or not it is called a committee and regardless of whether the group includes Council members.

## Council Appointments to the Board of Examiners

#GP 27

Approved by Council: November 19<sup>th</sup>, 2018

### *Policy*

The Social Workers Act, Section 15(1)(a) indicates that the Board of Examiners "...consists of nine social workers appointed by the Council, who represent the diversity of various fields of social work practice and who reflect the sex, racial, and ethnic composition of the College, one of whom is teaching at an approved school of social work..." The Council shall appoint members to the Board of Examiners when a social worker opening on the Board of Examiners occurs.

### *Procedures*

1. If an opening on the Board of Examiners is imminent, either through a member retiring early or through expiry of a term, the Board of Examiners Chair will inform the Council President, either directly or through staff, of the opening or imminent opening.
2. At the request of the President, staff will prepare a list of members who have indicated, on their renewal forms and/or through a general call for Board Members, an interest in serving on the Board. Staff will also check to see that there are no outstanding disciplinary actions pending against a member interested in serving on the Council. Members with outstanding or pending complaints or disciplinary action will not be eligible for appointment to the Board.
3. With the exception of the Chair, who is a member of Council, members serving on Council cannot also serve on the Board of Examiners.
4. The names of interested members who have been screened by the Chair of the Board of Examiners and the Executive Director/ Registrar, will be prepared and submitted to Council for review.
5. Council will, where there is more than one interested and eligible person, vote to appoint a candidate to the Board of Examiners.
6. The Council President will, directly or through staff, inform the Board of Examiners Chair and the appointee of the appointment and will also contact all candidates who were not selected.

## (Revised) Complaints and Discipline Committee Stipend #GP 28

Approved by Council: September 2021

### *Policy*

#### ***Complaints Committee***

The Social Workers Act section (27) states that the complaints committee is composed of three members of the Board, one of whom shall be a person that is appointed by the Governor in Council to the Board of Examiners. The Board shall name one alternate member of the Complaints Committee to be called upon by the chair to act as necessary.

The Complaints Committee shall consider and investigate written complaints regarding the conduct of any member of the College. The Complaints Committee and each member of the Complaints Committee have all of the powers, privileges and immunities of a commissioner appointed pursuant to the Public Inquiries Act, with the exception of the powers of contempt, arrest and imprisonment.

#### ***Discipline Committee***

The Social Workers Act section (30) states that the Discipline Committee composed of five persons appointed by the Board, three of whom are members of the Board, one of whom is a member of the College and one of whom is appointed to the Board by the Governor in Council. The Discipline Committee under the Can hold a hearing and determine any allegation of professional misconduct, conduct unbecoming, incompetence or breach of the Code of Ethics on the part of a member of the College.

### *Stipend*

This policy on stipends covers public and social work members of the Complaints and Discipline committees. A stipend is a fixed amount, agreed upon by Council, Public and Social Work members in recognition of the service provided on committees or in carrying out College business.

#### **The Stipend allocated will be subject to an Annual Review**

##### **Members of the Complaints Committee.**

1. Everyone except chair Complaints Committee will receive a flat and automated stipend for their participation on the complaints committee which will be based on the yearly allocation budget.
2. The Chair shall receive 15% bonus on top of the calculated stipend

##### **Members of the Discipline Committee.**

1. Stipends payable under this policy are:
  - a) a maximum of \$260.00 per day (7 hours) committee members; and
  - b) a maximum of \$360.00 per day (7 hours) for Chair of Discipline committees, when chairing meetings or hearings, including deliberations and reason writing (when done by the panel),

## 2. Automatic Stipend

A stipend payment under this policy will be automatically paid for:

- a) Time in attendance at meetings of Complaints and Discipline committees.

### **Example**

#### *Committee Member's*

1 - hour meeting would = \$37 to a maximum of \$260

#### *Chairs*

1 - hour meeting would = \$51.5 to a maximum of \$360

- a) A full day stipend will be paid for a scheduled one-day (7 hour) meeting where the meeting is prematurely terminated.
- b) In addition to the above stipend to attend discipline meetings Preparatory time for will be provided for every 30 pages of required reading 1 hour of stipend paid will be automatically applied for a maximum of \$150 dollars.

### **Example**

#### *Committee Member's*

30 pages of reading = 1 hours = \$37 (to a maximum of \$150 dollars.)

#### *Chairs*

30 pages of reading = 1 hours = \$51.5 (to a maximum of \$206 dollars.)



*Policy*

The NSCSW Council's priority is protection of the public. In order to ensure the regulatory, complaints and discipline decisions of the College are at arm's length from the overall governance of the organization, the Board of Examiners must have autonomy over regulatory, complaints and discipline decisions, except for when the act of regulations grant appeal process.

*Procedure*

1. The Council will ensure that the Board of Examiners has the resources and supports to conduct and oversee all regulatory, complaint and discipline functions.
2. The Council will defer all regulatory, complaints and discipline decisions to the Board of Examiners to ensure that on all regulatory matters protection of the public is the priority.
3. The Board of Examiners will make recommendations to Council for all regulatory policy decisions for final approval.
4. The Council will monitor the performance of Board of Examiners, Complaints and Discipline Committees at Council meetings through a summary written report and/or a verbal report by the committee chair related to specific recommendations by the Board of Examiners and will incorporate this policy into its reporting.
5. The Executive Director/ Registrar will act as the staff liaison to the Board of Examiners to ensure communication between Council and the Board of Examiners.

## Council Committee Structure

#GP 30

Approved by Council: November 19<sup>th</sup>, 2018

### *Policy*

A committee is a committee of Council only if its existence and charge come from the Council, regardless whether Council members sit on the committee. Unless otherwise stated, a committee ceases to exist as soon as its task is complete. Timely reporting to the Council shall be by submission of a written report, with appropriate verbal comment by the committee chair as requested by Council.

### *Procedure*

#### **Executive Committee:**

The Executive Committee shall be comprised of the Officers of the Organization and if deemed necessary by the Council, any other Director appointed by the Council. The Executive Director/Registrar is an ex-officio member of the Executive.

1. The Executive Committee is responsible for the governance of the Organization between Council meetings, such responsibility to be exercised with prudent judgment about the general intentions of the Council. The Executive Committee shall assume such responsibilities as the Council may assign to it.
2. Subject to the general direction of the Council, the Executive Committee shall oversee the financial affairs of the Corporation, including the employment, remuneration and performance appraisal of the Executive Director/ Registrar, and the approval of arrangements for the carrying out of special assignments designed to further the objects of the Corporation.
3. The minutes of the Executive Committee meetings are to be received and reviewed by the Council at the next meeting.
4. The Executive Committee's work is limited to matters that cannot be addressed by the Council in a timely manner. It is not the Executive Committee's role to direct the Council.

#### **Standing Committees:**

1. The Council as a whole has "ownership" of the work that is done on its behalf by committees
2. The Council delegates responsibility to Standing Committees, which make recommendations for approval by the Council;

3. There should be an alignment between Council responsibilities and Council Standing Committees, with the exception of those responsibilities which are directly fulfilled by the Council as a whole;
4. The Council will determine the duties of each committee. The Council will approve terms of reference and membership of the Council committees on the recommendation of the Executive Director/ Registrar;
5. The Council will monitor the performance of its Council committees at Council meetings through a summary written report and/or a verbal report by the committee chair related to specific recommendations of the Council committee for approval by the Council; this report can be given by the Executive Director/Registrar;
6. The Council should have confidence that the Committee is raising key issues for Council discussion/decision. Adequate time is allotted at Council meetings for consideration of major Committee recommendations;
7. The terms of reference for Council Standing Committees will be reviewed by the respective committee, which will make recommendations to the Council for revisions as appropriate; all terms of reference will be reviewed every two years.
8. Council Standing Committees may not speak or act for the Council except when formally given such authority for specific and time-limited purposes. Such delegation will be framed so as to not conflict with the authority delegated to the Executive Director/ Registrar;
9. Unless otherwise specified, Council Standing Committees may not commit or bind the organization to any course of action and no decision of a committee is binding on the Council until approved or ratified by the Council;
10. Unless otherwise authorized to do so, a Council Standing Committees may not engage independent legal counsel or consulting advice without prior Council approval except for the Board of Examiners, Complaints Committee and Discipline Committee;
11. Council Standing Committees should establish annual goals, work plans, budget requests and deliverables for Council approval;
12. The Council, should conduct a periodic review of Council Standing Committees to ensure the continuing relevance of their mandate and membership;
13. Council Standing Committee terms of reference should specify a defined number of members;
14. The Chair a of Council Standing Committees are appointed by the Standing Committee;

15. All members of Council Standing Committees will be considered voting members of that committee, unless otherwise designated;
16. Each Council Standing Committee will be supported by appropriate professional and administrative staff resources.

**Ad-hoc Committee(s)**

1. Ad-hoc Committees will be selected by the Council to complete tasks as specifically assigned by the Council that do not fall under the normal functions of any other committee.
2. A budget may be assigned to an Ad-hoc committee on a temporary basis in order to help the committee achieve its goals.
3. An ad-hoc committee is not a Council Standing Committee.

## Strategic Planning

#GP 31

**Approved by Council: November 19<sup>th</sup>, 2018**

### *Policy*

The NSCSW believes that long-range strategic planning is an integral component of its governance and leadership functions. The strategic plan provides overall direction, common goals and a focus of energy and resources. The strategic plan provides opportunity for participatory leadership through broad stakeholder involvement to articulate the overall direction of the NSCSW.

### *Procedure*

1. A five year -planning process allows Council to be strategic in its focus and priorities.
2. Effective strategic plans define a clear and compelling vision. An achievable manageable # of goal
3. Council values member engagement and will consult broadly in the development and monitoring of the strategic plan.
4. Data driven planning and monitoring of the strategic plan ensures that goals are measurable and attainable within the timeline of the plan.
5. Operational plans will be built and administrated by NSCSW staff; measurable outcomes should be flexible and respond to emerging needs and information.
6. Council meetings will be structured around regular reports and connection of the decision on the progress of the strategic and operational planning the council's governance role.

## Governance Investment

#GP 32

**Approved by Council: November 19<sup>th</sup>, 2018**

### *Policy*

The Council will invest in its governance capacity:

### *Procedure*

1. Council skills, methods, and supports will be sufficient to ensure governing with excellence.
  - a. Training and retraining will occur to orient new Council members and candidates for Council membership, as well as to maintain and increase existing Council member skills and understandings.
  - b. Outside monitoring assistance will be arranged so that the Council can exercise confident control over organizational performance. This includes but is not limited to financial reviews.
  - c. Outreach mechanisms will be used as needed to ensure the Council's ability to listen to member viewpoints and values.
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
3. The Council will establish its cost of governance budget for the next fiscal year during the month of November.

## Conflict of Interest

#GP 33

Approved by Council: November 19<sup>th</sup>, 2018

### *Policy*

For the purposes of this policy, conflict of interest is defined as having any interest, financial or otherwise, direct or indirect, or engaging in any business or transaction or professional activity or incurring any obligation of any nature, which is in substantial conflict with the proper conduct of the Council member or employee, their duties and responsibilities.

### *Procedure*

The purpose of this policy is to enhance member and public's confidence in the integrity of NSCSW Council and Committee members. Every Council member and committee member shall adhere to the following principles:

1. Council members and committee members have the duty to act honestly, in good faith, and in the best interest of the College.
2. Council members and Committee members are required to declare and recuse themselves from a potential conflict of interest at the time an issue is first discussed and are to refrain from both discussion and decision making.
3. Council members and committee members shall perform their official duties and arrange their private affairs in such manner that will prevent real, potential or perceived conflicts of interest from arising. If such conflict does arise between the private interest of the Council member or the committee member and their official duties and responsibilities, the conflict shall be resolved in favour of the perceived best interest of the College.
4. Council members and committee members shall not knowingly take advantage of, or benefit from, information obtained in the course of their official duties and responsibilities, which is not generally available publicly.
5. Council members and committee member shall not, after they leave their position, act in such manner as to take improper advantage of their previous office.
6. Council members and committee member shall not solicit or accept transfers of economic benefit, other than incidental gifts, customary hospitality or other benefits of nominal value.

### *Conflict of Interest in Contracting-Out:*

The Executive Director/Registrar and all members of Council and council committees are under an obligation to disclose any conflict of interest with respect to any work or service which is to be contracted-out by NSCSW. This means agreeing to subordinate all personal interests to those of NSCSW while involved in the activities of NSCSW. Should a conflict of interest not be

declared and later be challenged and upheld, such individual's contract with NSCSW may be discontinued.



*Policy*

The Councils sole official connection to the operational organization, its achievements, and conduct will be through the Executive Director/ Registrar.

## Unity of Control

#BMD 35

**Approved by Council: November 19<sup>th</sup>, 2018**

### *Policy*

Only officially passed motions of the Council or the Executive Committee are binding on the Executive Director/Registrar.

### *Procedure*

1. Decisions or instructions of individual Council members, officers, or committees are not binding on the Executive Director/ Registrar except in rare instances when the Council has specifically authorized such exercise of authority.
2. In the case of Council members or committees requesting information or assistance without Council authorization, the Executive Director/ Registrar can refuse such requests that require, in the Executive Director/ Registrar's opinion, a material amount of staff time or funds, or are disruptive.

*Policy*

The Executive Director/Registrar is the Council's only link to operational achievements and conduct, so that all authority and accountability of staff, as far as the Council is concerned, is considered the authority and accountability of the Executive Director/ Registrar. The Executive Director/ Registrar is the Chief Executive Officer of the NSCSW. As such, the person in this position shall report to the Council on a regular basis through consultation with the President and will attend meetings of the Council when the Council is in session.

*Procedure*

1. The Council will never give instructions to persons who reports directly or indirectly to the Executive Director/ Registrar.
2. The Council will not evaluate, either formally or informally, any staff other than the Executive Director/ Registrar.
3. The Council will view the Executive Director/ Registrars performance as identical to organizational performance, so that organizational accomplishment of Council-stated Ends and avoidance of Council-proscribed means will be viewed as successful Executive Director/Registrar performance.

*Policy*

The Council will instruct the Executive Director/Registrar through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the Executive Director/Registrar to use any reasonable interpretation of these policies.

*Procedure*

1. The Council will direct the Executive Director/Registrar to achieve specified results, for specified goals, outcomes or Ends policies in keeping with NSCSW's mandate and principles. The Council will limit the latitude that the Executive Director/Registrar may exercise in practices, methods, conduct and other "means" to the Ends through establishment of Executive Limitations policies.
2. The Council will develop policies that limit the latitude that the Executive Director/Registrar may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Council even if they were to be effective. Policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The Council will never prescribe organizational means delegated to the Executive Director/Registrar.
3. As long as the Executive Director/Registrar uses any reasonable interpretation of the Council's Ends and Executive Limitations policies, the Executive Director/Registrar is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the Executive Director/Registrar shall have full force and authority as if decided by the Council.
4. The Council may change its Ends and Executive Limitations policies, thereby shifting the boundary between Council and Executive Director/ Registrar domains. By so doing, the Council changes the latitude of choice given to the Executive Director/ Registrar. As long as any particular delegation (policy) is in place, the Council and its members will respect and support the Executive Director/Registrar's choices.

## Monitoring Executive Performance

#BMD 38

**Date Approved by Council: November 19<sup>th</sup>, 2018**

### *Policy*

Systematic and rigorous monitoring of Executive Director/ Registrars job performance will be solely against the only expected Executive Director/Registrar job products: organizational accomplishment of Council policies on Ends and organizational operation within the boundaries established in Council policies on Executive Limitations.

### *Procedure*

1. Monitoring is simply to determine the degree to which Council policies are being met. Information that does not do this will not be considered to be monitoring data.
2. The Council will acquire monitoring information by one or more of three methods:
  - a. By an Internal Report: in which the Executive Director/Registrar discloses interpretations and compliance information to the Council, which will be regularly communicated at Council Meetings;
  - b. By an External Report: in which an external, disinterested 3rd party selected by the Council assesses compliance with the Executive Director/ Registrars' interpretation of Council policies; and
  - c. By Direct Council Inspection: in which a designated Council member or members of the Council assess compliance with the Executive Director/ Registrar's interpretation of the appropriate policy criteria.

In every case, the Council will judge (a) the reasonableness of the Executive Director/Registrar's interpretation, and (b) whether data demonstrate accomplishment of the interpretation.

3. The standard for compliance shall be any reasonable Executive Director/Registrar interpretation of the Council policy being monitored. The Council is the final arbiter of reasonableness but will always judge with a "reasonable person" test rather than with interpretations favoured by Council members or by the Council as a whole.
4. All policies that instruct the Executive Director/Registrar will be monitored at a frequency and by a method chosen by the Council. The Council can monitor any policy at any time by any method but will ordinarily depend on a routine schedule.

**Executive Director/Registrar Job Description****#BMD 39****Approved by Council: November 19<sup>th</sup>, 2018**

The Executive Director/ Registrar is the senior management position in the College. The Executive Director/Registrar is appointed by the Council and is responsible to the Council for the total planning and operations of the College, including regulatory functions. Within the policies and budget limits established by the Council, the Executive Director/Registrar is responsible for the development of the effective service, for overseeing staffing, supervision, and discharging of all employees, and for the regular reporting to the Council on all pertinent aspects of the College. The Executive Director/Registrar will evaluate all current operations, plan for immediate and long-term objectives and priorities. The Executive Director/Registrar may delegate responsibilities to other staff members consistent with their positions.

**Leadership and Personnel Management**

- Ensures ongoing service excellence, rigorous program evaluation, and consistent quality of finance, administration, and communications systems.
- Recommends timelines and resources needed to achieve Council goals.
- Actively engages and energizes Council members, volunteers, partnering organizations and other invested parties. Supports a strong Council with a provincial perspective.
- Accountable to hire and lead staff, and conduct annual performance evaluations ensuring effective systems to track progress.
- Has executive ownership to provide direction, advice and recommendations to Council and has accountability to draft Governance Manuals, with consultation with Executive Committee.

**Professional Regulation**

- With the support of the Council/Council of Examiners, this position has accountability to ensure the mandate of the College is met, which is to serve and protect the public interest; preserve the integrity of the social work profession; and maintain public confidence in the ability of the social work profession to regulate itself.
- Is accountable to ensure the legislated regulatory requirements are developed and upheld, such as new registrations, renewals, complaint and discipline.
- Ensures that the required systems and processes are in place to protect the public and is accountable to ensure the registration of social workers in the province.
- With the support of the Regulatory Practice Consultant, oversees complaints and discipline matters involving social workers.

- Develops and revises requirements for mandatory registration.
- This position provides governance tools to support the Council of Examiners (i.e. NS Council of Examiners Operating Manual).

### **Budget & Accountability to Council**

- This position maintains accountability to Council under the NSCSW Policy Governance Framework, including Executive Limitations.
- Is accountable to provide adequate information, advice, and consultation for the Council so that the council may formulate policies, goals and objectives; oversees the administration of the College; and plans for the changing needs of the College, the membership and the public, changing availability of resources, and changing technological and professional capabilities.
- Oversees payroll, audits, approvals, expenditures and statements.
- Engages in budget planning and develop subsequent budgets (ie. Annual budget).

### **Public Communication**

- Establishes, maintains and strengthens relationships with Council, the members, the public, government, media interest groups other affiliated organizations, the Canadian Association of Social Workers and Community groups. Represents the voice of the profession of social work and the NS College of Social Workers and addresses ongoing concerns of the profession to the public, membership, government, and national organizations as appropriate.
- Only two individuals, the President of Council, and the Executive Director/Registrar, can speak to the public on behalf of the College; and are therefore the official voice for the organization.

## Arrangement of Travel

#EX 40

**Approved by Council: November 19<sup>th</sup>, 2018**

### *Policy*

NSCSW will support Council, committee member or staff to arrange travel to NSCSW activities business, or travelling, on behalf of NSCSW or a NSCSW event or meeting. Travel arrangement decisions will be based on combination of what is the lowest cost and most convenient for the council or committee member. (Accommodation requests for this policy can be made by the Executive Director/Registrar.

1. Air Transportation: the NSCSW will arrange with the Council, committee member or staff, economy fare air flight ticket when such Council, committee member or staff is required to travel. NSCSW will also reimburse a Council, committee member or staff for the cost of trip cancellation insurance if requested by the applicable Council, committee member or staff. The cost of parking a vehicle at the airport will be reimbursed.
2. Ground Transportation:
  - a. Council, committee member or staff must use airport-to-hotel bus or shuttle service whenever available. Council, committee member or staff are not permitted to hire limousines or other chartered transportation. Council, committee member or staff may only use taxis if no shuttle is available, when travelling to meetings outside the hotel, or in inclement weather. A Council, committee member or staff is not permitted to hire a taxi if the NSCSW business or meeting in question is being held at the hotel in which NSCSW would have booked the applicable Council, committee member or staff s and if such Council, committee member or staff chose to stay at a different hotel. In the event a taxi is hired, then Council, committee member or staff must share such taxis whenever possible. Receipts will be required for all transportation claims.
  - b. Council, committee member, or staff who are travelling more than 200km to attend a meeting, must first make accommodations to rent a vehicle. Reimbursement for the cost of the rental and gas will be reimbursed. If the Council, committee member or staff cannot secure a rental and this has been communicated to the Executive Director/Registrar, then;
  - c. A Council, committee member or staff may use their own vehicle, Council or Committee members may claim mileage costs and parking and will be in accordance to NSCSW Travel and Accommodations Allowance.



## Reimbursement of Expenses

#EX 41

Approved by Council: November 19<sup>th</sup>, 2018

### *Policy*

NSCSW will only compensate members for the following expenses when such expenses are incurred by a Council, committee member or staff participating in NSCSW activity or business

#### 1. Accommodation:

NSCSW will negotiate a rate directly with a hotel in the area to which Council, committee member or staff is travelling. In the event, such Council, committee member or staff choose to stay at a different hotel from that chosen by NSCSW, NSCSW will reimburse the Council, committee member or staff for the amount which is lower of: a) the cost of the hotel chosen by NSCSW and b) the actual cost of the hotel chosen by the Council, committee member or staff. Should the Council, committee member or staff arrange accommodations at a private home they may claim \$50.00 for expenses

#### 2. Meals:

Council, committee member or staff will be provided with a per diem for the purposes of purchasing food while travelling. In the event that a meal purchased by Council, committee member or staff exceeds the per diem rate, such Council or Committee members and/or member will be obligated to provide NSCSW with a receipt for such purchase and it will be in NSCSW's sole discretion whether it will reimburse the Council, committee member or staff for any cost incurred above the per diem amount. No reimbursement will be made by NSCSW Council or Committee members who choose to purchase a meal of their own choosing if NSCSW has arranged for a catered or already-paid meal. All decisions relating to the amount of the per diem will be made by the Executive Director/Registrar in their sole discretion.

Breakfast: \$15.00  
Lunch: \$17.00  
Dinner: \$40.00  
Incidentals: \$15.00.

Per diem total: \$87.00

#### 3. Incidental:

Incidental expenses, such as roaming fees, phone calls or faxes made while a Council, committee member or staff travelling on business on behalf of NSCSW, may be claimed for reimbursement. All such expenses must be noted on the Expense Claim Form.

The above Expense policies apply to out-of-country travel, with the following exceptions:

\*All dollar amounts referred to above are in U.S. Dollars.

All expenses must be marked on an Expense Claim Form and receipts must be provided for all noted expenses. No reimbursement or compensation of salary will be provided to Council or Committee members. All reimbursement of expenses is at the sole discretion of NSCSW.

## Operational and Discipline Reserves

#FS 42

Approved by Council: November 19<sup>th</sup>, 2018

### *Policy*

In order to ensure financial stability within the College, NSCSW shall maintain and administer Operational and Discipline reserves. The Operational and Discipline Reserves will be accessed in the event of an unexpected revenue shortfall or discipline matters in the absence of any other alternative.

### *Procedure*

The Operational and Discipline reserves will be administered according to the following guidelines:

- a. The decisions about dispersal of a yearly surplus will be made at the first Council meeting following the receipt by NSCSW of the audited financial statement.
- b. The Operational and Discipline reserves will normally receive the excess of revenues over expenses subject to other specific allocations made by the Council.
- c. In principle, the Operational reserve should be approximately one-half of the total budgeted expenditures for any given year. The ceiling shall be reviewed by the Treasurer at least every two years. Any recommendation for change of the ceiling amount must be presented to the Council for approval.
- d. In principle Discipline reserves should be no less than \$150,000
- e. Accumulated interest from investment of the Contingency Fund will be returned to the Contingency Fund until it has achieved its ceiling amount. Once the latter is achieved, interest will be placed in the special projects funds for SCSW.

The Operational and Discipline reserves shall be accessed in accordance with the following:

1. The Executive Committee and the Executive Director/Registrar will assess the situation, explore alternatives and make any recommendations to the Council, which are considered appropriate to the situation.
2. The Executive Director/Registrar, upon consultation with the NSCSW Council, will have the authority to transfer up to one month's operating expenses from the Operational reserve to the operating account in the event of a cash flow problem. A cash flow problem is understood to mean that NSCSW does not have sufficient money in its operating bank account to pay its monthly expenses.
3. At such a time that the College is dependent on the Operational reserves for day to day operations for a two-month period, the Executive Director/Registrar and the NSCSW

Council will actively pursue alternate funding sources and explore methods for decreasing expenditures to ensure survival of the organization.

4. The Executive Director/Registrar, upon consultation with the Complaints, Discipline Committee and NSCSW Council, will have the authority to use the Discipline reserves towards investigations, hearings, or another other regulatory matter that requires additional recourses.

## Project Fund

#FS 43

**Approved by Council: November 19<sup>th</sup>, 2018**

### *Policy*

NSCSW will maintain as needed a Project Fund, which will be used to fund initiatives and projects which are aligned with NSCSW strategic plan. The purpose of the Project Fund is to allow NSCSW to fulfill its mandates and strategic objectives through the funding of various projects and initiatives which it may, or may not, be coordinating. The Council shall decide when allocations of money may be deposited into the Project fund. The Treasurer shall review this policy annually.

### *Procedure*

1. In June, Council will assess its total surplus from operations based on the audited statements approved at the AGM.
2. Council will assess if operation and discipline reserves require deposits based on policy #FS37.
3. Council will ensure that there is a special project fund that carries a minimum balance of \$15,000 with the goal of having a \$50,000 ceiling each financial year.

## Investment Policy

#IV 44

**Approved by Council:** November 19<sup>th</sup>, 2018

### *Policy*

NSCSW only invests money in fixed-income investment instruments, such as GICs and Treasury Bills. The purpose of such investment is the preservation and safe-keeping of NSCSW capital. All investment instruments chosen by NSCSW will be conservative. The Executive Director/Registrar shall be responsible for ensuring that NSCSW capital is invested in accordance with this Policy and adequately maintained.

### *Procedure*

All Investments shall adhere to the following guidelines:

1. Capital shall be invested or held in chartered banks.
2. Investments shall be guided by safety and liquidity at all times.
3. Judgment shall be used to decide investments vis-à-vis liquidity ranking based on the College's operational needs.
4. Investments will consist of high quality fixed income securities

## Fee Increase Policy

#FS 45

### **Approved by Council:**

#### *Policy*

Council maintains that regular and incremental fee increases provide predictability and assurance that the NSCSW's revenue will grow in a manner that match's expenditures, while at the same time avoiding large fee increases for members. Section 11 (1)(d) of the Social Worker Acts provides that the College may make by-laws providing for the fixing and collecting of annual and other fees. Section 37(2)(b) of the bylaws allows Council to increase any fee by a percentage up to but not exceeding the change in the Statistics Canada Consumer Price Index (CPI) since the date of the last change in fee.

#### *Procedure*

1. Council will approve a fee increase in February of each year by the same percentage of the pervious years the Consumer Price Index as indicated by Statistics Canada.
2. Should the Consumer Price Index exceed 3% the Council will first evaluate provincial wage growth to ensure that wages in Nova Scotia are growing with the cost of living.
3. If it is determined that wages are not growing with the cost of living, then council will bring a motion to the AGM regarding a proposed fee increase exceeding 3%.





## NSCSW Awards

#AW 45

**Approved by Council:** November 19<sup>th</sup>, 2018

### *Policy*

The NSCSW Awards are given out yearly by NSCSW Council on the occasion of the Annual General Meeting. NSCSW requirements are that the nominee be a member or a group of members in good standing. Council will award two awards a year based on nominations.

### *Procedure for the Award:*

1. In October of each year, a call to all members will be distributed through the e-newsletter. Members and the public will be invited to submit the name of its nominee or group of nominees including photograph and biographical sketch as well as explanation of how the nominee/s have met the criteria of the award.
2. The Executive Director/ Registrar will present all nominations to Council at the March Council meeting.
3. The NSCSW will publicize the presentation of the award within their e-newsletter and Social Media feeds as a means of honoring the individual/group recipient and promoting the profession.

### *Awards:*

#### **CASW Distinguished Service Award**

The CASW National Social Work Month Distinguished Service Award is given yearly by the Canadian Association of Social Workers (CASW) on the occasion of the National Social Work Month, to an individual or group of individuals selected from their membership by each CASW member organization.

### *Criteria:*

- The nominee is to be a Registered Social Worker who is a member in good standing, or a working group of members in Good Standing.
- The nominee or working group has made a substantial and unique contribution to the field of Social Work in the province of Nova Scotia and, therefore, contributed to Social Work in Canada through:
  - demonstrating such qualities as compassion, leadership, creativity, initiative and high ethical standards.
  - furthering social work in the area of direct practice, program/service development, community organization, social action, research, teaching or writing.

- The nominee will have demonstrated leadership in the field of social work in Nova Scotia.

### **Ronald Stratford Memorial Award**

This award was established in 1984 in memory of Ronald Stratford. Ronald Stratford is remembered for his interest in social services from a holistic perspective, emphasizing prevention and community development. The Ronald Stratford Memorial award is intended to honour his memory in a manner which reflects his professional commitment to community service.

#### **Criteria**

- The nominee, through volunteer efforts, makes a significant contribution to a preventive or community-based social service program.
- The nominee is involved in research surrounding a preventive or community-based social service program.
- The Nominee makes an outstanding contribution to establishing and/or sustaining a self-help group.
- The Nominee functions as a consistent and strong advocate for expanded preventive or community-based social service programs.

### **Freda Vickery Award**

Freda Vickery is remembered as a dedicated Social Worker who for many years was the Director of Social Services for the I.W.K. Hospital for Children and who held a leadership position in the Nova Scotia Association of Social Workers. The Association established this award in 1985 to honour her and the professional qualities she displayed during her career as a social worker.

#### **Criteria**

- Awarded biennially to a Registered Social Worker who has demonstrated the following in his/her practice:
- The nominee is a member of NSCSW who upholds the ethical standards and values of Social Work.
- The nominee has displayed imagination and creativity in their professional work.
- The nominee has given his/her professional skills to the “community at large.”

### **Ken Belanger Memorial Award**

Ken was a member of the Nova Scotia Association of Social Workers for many years and was active in different aspects of social work education, including serving as a field supervisor for

students of the Maritime School of Social Work. Ken showed courage as an openly gay man in the social service and social work communities, and in speaking out about different forms of oppression and exploitation. He worked to educate social workers about homosexuality and the realities and needs of gay, lesbian, bisexual, and transgendered persons. Ken was generous in giving his time and skills to community groups and organizations through writing funding proposals and serving as a board member among other activities. After a long and courageous struggle with depression, Ken died on August 14, 1998. Awarded biennially to a Registered Social Worker who has demonstrated the following in his/her practice:

#### Criteria

- The nominee has demonstrated an explicit and unfailing commitment to pursuing social justice and to challenging oppression in its many forms.
- The nominee is recognized by the social work community as practicing social work with a high level of caring, responsibility, integrity, and ethical standards.
- The nominee has broken new ground working for, and on behalf of gay, lesbian, bisexual, and transgendered persons.
- The nominee has demonstrated a particular concern for gay and lesbian youth.

#### **David William Connors Memorial Award**

David Connors, MSW, RSW, is remembered as devoted to his family, a religious man and a committed professional social worker. His personal and professional priorities throughout his life and career stressed the importance of respect, caring, empathy and dignity towards others. The David William Connors Award was established by the NSASW Council in 1997 and is bestowed annually to a member of NSCSW who works in direct practice especially with youth. The David William Connors Award, in memory of David's gentle manner and care for others.

#### Criteria

- Awarded annually to a front line social worker who has shown the following attributes:
- The nominee has demonstrated a desire to go beyond the call of duty to meet the needs of clients.
- Has shown respect, caring, empathy and dignity in all aspects of his/her work.
- Has displayed, through direct practice, a basic belief in each human being's personal worth and ability.
- Has endeavored to bring about lasting change for those in hardship, particularly youth.

#### **The Diane Kays Memorial Award**

This Memorial Award was dedicated in 2016 to the memory of Diane Kays. Awarded annually by the Nova Scotia College of Social Workers to a Social Worker who demonstrates:

### Criteria

- The nominee demonstrates exceptional professional and ethical standards in dealing with clients, colleagues, and the community.
- The nominee demonstrates a particular interest in working with and for women, violence against women, and who provides ongoing work in this area.
- The nominee demonstrates a critical analysis and the use of this analysis to inform the practice of social work.
- The nominee has a passion for social justice, standing with those who are marginalized and vulnerable in our society.
- A genuine regard and respect for others and whose dedication and competence is clearly reflected in the practice of social work.

## Student Bursaries

#AW 46

Approved by Council: November 19<sup>th</sup>, 2018

### *Policy*

The NSCSW awards \$500 Bursaries to student members who are attending an accredited school of social work and who are residents of Nova Scotia. Bursaries are awarded based on Students commitment to professional social work practice, and on the allocated budget for the financial year.

The NSCSW **values diversity and strives to create opportunities for Nova Scotians with intersectional identities** who have historically faced barriers. Preference for bursary awards will be given to applicants who identify as holding an identity that has historically faced barriers to accessing educational opportunities.

### *Procedures*

1. A call for Bursary applications will go out through the NSCSW by-weekly newsletter and through both the Dalhousie School of Social Work and Ste Anne's Universite School of Social Work
2. Applicants will define the values, skills and knowledge they hope to acquire from your social work education.
3. Applicants will define why is professionalism in social work practice is important to them.
4. Applicants will define how the bursary help them achieve their professional goals
5. Applicants will submit a Confirmation of Enrollment form from there accredited school of social work
6. The Executive Director/Registrar will screen all applicants and will present all qualified applicants to Council at the next Council meeting.
7. Council will award bursaries.

*Policy*

Council shall ensure that an appropriate fee scale is established, and regularly reviewed, for advertising to NSCSW members.

*Procedures*

1. Advertising rates will be established by staff and adjusted, if necessary, annually.
2. Advertising fees will be set for all kinds of advertising, including (but not limited to) email, newsletter, website, and Connections magazine.
3. Fees will differ according to the size of the ad and whether or not the request is coming from a member.
4. Advertising will be limited to items of specific interest to social workers not general advertising.
5. See rates for Connection [here](#)
6. For the NSCSW biweekly newsletters organization swill need to identify
  - a. What the advertisement is for:
    - Conference
    - Workshop
    - Job Advertisement
  - b. Identify type of organization
    - NSCSW policy partner
    - Not-for-profit
    - Government
    - For Profit
  - c. Time length for add to run
  - d. Rates applied per email
    - NSCSW policy partner - no charge
    - Member fee- \$20
    - Not-for-profit - \$25 for one week
    - Government- \$100 for one week
    - For Profit -\$75 for one week



**Approved by Council: November 19<sup>th</sup>, 2018***Policy*

A NSCSW endorsement of a document (documents include policies, standards, guidelines, and any other document issuance by a third party) indicates that NSCSW agrees with, and supports, the content of such document. Such endorsement will be granted on a case by case basis, at the discretion of the Council based on the advice of the Executive Director/ Registrar, and subject to the content of the document complying with the philosophy and ethical duties/obligations and responsibilities outlined in the NSCSW Code of Ethics and Standards of Practice.



**Approved by Council: November 19<sup>th</sup>, 2018***Policy*

The Executive Director/Registrar is responsible for maintaining all NSCSW records in accordance to provincial and federal legislation and the NSCSW Standards of Practice. The filing system, both of hard copies and electronic, for all NSCSW documents as required by law and good practices for the operation of an organization.

## Contracting-Out Policy

#CS 51

Approved by Council: November 19<sup>th</sup>, 2018

### *Policy*

At times, it may be necessary to contract-out services and engage third-party assistance for certain activities or services. The objective in contracting-out would be to provide a mechanism for expanding the resources available to NSCSW to meet the NSCSW mandate and strategic objectives.

### *Procedures*

1. Services may be contracted out without tendering when the Council/Executive Committee/Executive Director determines that the awarding of a contract is the most effective and efficient approach to achieving the desired outcomes. On a general basis, a tendering process, in which bids are sought from at least two (2) contractors, will be required when the work required is likely to exceed the cost of Eight Thousand Dollars (\$8,000.00).
2. The Executive Committee and the Executive Director/Registrar may award contracts without consulting the Council if the cost of work required falls within the following limits:
  - Executive Committee - amounts up to \$15,000.
  - Executive Director/ Registrar - amounts up to \$10,000
3. Procedures for contracting out are operational in nature and are the responsibility of the Executive Director/ Registrar.

## Professional Development Committee Terms of Reference

### #TOR 52

**Approved By Council; June 19, 2023**

#### *Objectives of the Committee*

Each Committee is a Committee of Council within the Nova Scotia College of Social Workers and its mission and objectives must align with the objectives set by Council in order to complete the goals set out by the Council's strategic plan over the course of its five years. These Terms of Reference set and manage the expectations of the Committee by determining the scope of the Committee's responsibility, along with the responsibility of each individual member.

Each committee's list of deliverables must be approved by Council, and it is the Staff Liaison's responsibility to report updates to the Executive Director/Registrar and/or the NSCSW Council on a regular basis.

#### *Member Roles and Responsibilities*

This Committee is made up of a steering group, which oversees the work of the any sub-committees, and is charged with finalizing draft standards, as well as submitting them to Council. This Committee also works to get feedback from NSCSW members, and to educate members as well as the broader public, about new projects and existing policies and programs.

There are several roles related to this Committee, and each one has its own set of responsibilities and commitments. NSCSW members can serve on the steering group, or on sub-committees and temporary work groups.

Non-NSCSW members can occasionally serve as subject matter experts on work groups, if approved by the committee or its chair(s). If a non-NSCSW member is serving in a leadership role in any given committee or work group, a NSCSW member must serve as a co-chair.

Subject matter experts can serve as a consultant on work groups or committees, without becoming a committee member. Subject matter experts can be social workers, or may, by virtue of their knowledge expertise, be from another profession but have knowledge that can be helpful when discerning standards on a given topic. Subject matter experts can also be first-voice representatives. They may join once or throughout the group's process.

Committee members are expected to be members of the College in good standing, or student members, unless they are identified as subject matter experts. Committee members are also expected to be a resident of Nova Scotia.

Members of each committee are required to undergo committee specific orientation and training, as determined by each committee, and any additional requirements that Council may set for committee members.

Every committee leadership Chairperson or people who must be approved by Council. There may be a Chair for individual work groups as well, and these may rotate depending upon the assigned task of the Committee. Every committee chair appointment shall be for the duration of two years, unless otherwise approved by Council.

Committee chairs will have the option of renewing their term for an additional two years, and/or serving for an additional year to support committee leadership transition. As part of the College's commitment to leadership development, no Chair may serve for longer than 5 years, and it is part of the Chair's responsibility to cultivate new leadership potential amongst existing committee members.

The Chair shall:

1. In consultation with the staff liaison and committee members, schedule dates, times, and locations for meetings.
2. Ensure meetings are called and held in accordance with the organization and committee's mandate, Terms of Reference and College By-laws.
3. In consultation with the staff liaison and/or board or committee members, establish and confirm an agenda for each meeting.
4. The committee chair shall ensure the meeting agenda and relevant documents are circulated to the members of the committee in advance of the meeting.
5. Officiate and conduct meetings, using social work group skills and consensus, as described in NSCSW Governance Policy Manual Appendix 1, to move the committee's work forward.
6. Provide leadership & ensure committee members are aware of their obligations and that the Committee complies with its responsibilities.
7. Ensure there is sufficient time during the meeting to fully discuss agenda items.
8. Ensure that discussion on agenda items is on topic, productive and professional.
9. Shall either complete committee minutes or appoint a committee member to do so.
10. Ensures minutes are complete and accurate, retained, included and reviewed at the next meeting.
11. Meeting minutes must include the names of committee members in attendance, and other meeting participants.

The Executive Director/ Registrar will appoint a Staff Liaison who will serve as an ex-officio member of the committee. The Staff Liaison will be an advocate, administrator, and resource to

enable the committee to accomplish its goals in accordance with the NSCSW pillars, values, and strategic plan.

1. The liaison serves as a bridge between the College and the Committee, advises the Chair and committee members, and assists the Committee by providing strategic advice and facilitating communications, action, and cooperation to ensure alignment with the College's strategic plan and the values of the profession, as defined by the College.
2. In consultation with the Chair, manages meeting logistics, including but not limited to arrangements for meeting and program rooms, audio-visual and food and beverage, in accordance with scheduled deadlines and allocated budgets.
3. Collaborates with Committee's volunteer leadership to guide it in implementing the College's strategic plan, advance the Committee's mission, and ensure programs and/or activities are planned and implemented align with the Committee's charge and duties.
4. Attends, supports and participates in key committee meetings, events, and activities.
5. Serves as the central point of contact by anticipating and coordinating timely communications among committee leaders and members, NSCSW members, staff, and external entities.

#### *Term of Membership:*

Will be a one-year term on the committee with approval from Council, and option to renew with Council approval. Committee members who have served more than five terms will be encouraged to participate in other committees or to provide leadership to committee work groups. Committee members will be guided by the confines of their jurisdiction (see Section #25, 1 a-c of NSCSW By-law and related policies #10).

#### *Attendance*

Committee members must maintain a minimum attendance of in order to maintain their status as a committee member. 3 consecutive meetings missed *without notification* cause will result in a vacancy. The Chair/Co-Chair will make a reasonable effort to contact the member and determine whether the member is able to remain on the committee and attend regularly.

#### *Deliverables*

Each committee will determine its unique mission, activity and deliverables in collaboration with the NSCSW Council and leadership, as part of its strategic plan. Each committee will have its own document to reflect this, and committee activities and deliverables will be reported back to Council on a regular basis through the staff reports, to ensure Council feedback.

### *Jurisdiction*

The Committee is a committee of the Nova Scotia College of Social Workers Council and reports to Council in regard to its objectives and deliverables. This jurisdiction is granted through section 25 of the NSCSW by-laws which states that the Council may establish any committees, task groups, or working groups it needs in order to complete its work, and shall determine the composition, Terms of Reference and manner of appointment of Chairs. The Chair of the committee will report findings and recommendations to the Executive director/Registrar of NSCSW to share with the Council of the College.

### *Resources and Budget*

1. Administrative support and teleconferencing as needed
2. Budget for committee expenses must be approved by Council and overseen by College staff.
3. Approved budget by Council

### *Governance Decision-making technique.*

Committee reports to Staff Liaison and is a Committee of Council of NSCSW. This Committee will strive for consensus, and will use voting when there is no clear agreement. The committee will present deliverables to Council who will make decisions on any changes or recommendations before final approval of deliverables.

### *Communications*

Committee Chair will provide regular status update to Council for their council meetings and be accountable to their reporting/communication agenda. All information, including minutes and resources will be stored on Google Drive in the folder managed by College staff. Committee chairs and staff liaison will communicate via email to organize meetings and distribute materials.

Committee members will participate in meetings via teleconference or Zoom unless otherwise agreed upon by the Committee. Committee members must provide up-to-date contact information. They are encouraged to provide two email addresses, a primary and a secondary back-up account, when possible, in addition to a phone number.

### *Related policies / By-laws*

Social Work Regulations  
Social Work Act, NSCSW Bylaws.

**Approved By Council: June 19, 2023**

### *Objectives of the Committee*

Each Committee is a Committee of Council within the Nova Scotia College of Social Workers and its mission and objectives must align with the objectives set by Council in order to complete the goals set out by the Council's strategic plan over the course of its five years. These Terms of Reference set and manage the expectations of the Committee by determining the scope of the Committee's responsibility, along with the responsibility of each individual member.

Each committee's list of deliverables must be approved by Council, and it is the Staff Liaison's responsibility to report updates to the Executive Director/Registrar and/or the NSCSW Council on a regular basis.

### *Member Roles and Responsibilities*

This Committee is made up of a steering group, which oversees the work of the any sub-committees, and is charged with finalizing draft standards, as well as submitting them to Council. This Committee also works to get feedback from NSCSW members, and to educate members as well as the broader public, about new projects and existing policies and programs.

There are several roles related to this Committee, and each one has its own set of responsibilities and commitments. NSCSW members can serve on the steering group, or on sub-committees and temporary work groups.

Non-NSCSW members can occasionally serve as subject matter experts on work groups, if approved by the committee or its chair(s). If a non-NSCSW member is serving in a leadership role in any given committee or work group, a NSCSW member must serve as a co-chair.

Subject matter experts can serve as a consultant on work groups or committees, without becoming a committee member. Subject matter experts can be social workers, or may, by virtue of their knowledge expertise, be from another profession but have knowledge that can be helpful when discerning standards on a given topic. Subject matter experts can also be first-voice representatives. They may join once or throughout the group's process.

Committee members are expected to be members of the College in good standing, or student members, unless they are identified as subject matter experts. Committee members are also expected to be a resident of Nova Scotia.

Members of each committee are required to undergo committee specific orientation and training, as determined by each committee, and any additional requirements that Council may set for committee members.

Every committee leadership Chairperson or people who must be approved by Council. There may be a Chair for individual work groups as well, and these may rotate depending upon the assigned task of the Committee. Every committee chair appointment shall be for the duration of two years, unless otherwise approved by Council.

Committee chairs will have the option of renewing their term for an additional two years, and/or serving for an additional year to support committee leadership transition. As part of the College's commitment to leadership development, no Chair may serve for longer than 5 years, and it is part of the Chair's responsibility to cultivate new leadership potential amongst existing committee members.

The Chair shall:

12. In consultation with the staff liaison and committee members, schedule dates, times, and locations for meetings.
13. Ensure meetings are called and held in accordance with the organization and committee's mandate, Terms of Reference and College By-laws.
14. In consultation with the staff liaison and/or board or committee members, establish and confirm an agenda for each meeting.
15. The committee chair shall ensure the meeting agenda and relevant documents are circulated to the members of the committee in advance of the meeting.
16. Officiate and conduct meetings, using social work group skills and consensus, as described in NSCSW Governance Policy Manual Appendix 1, to move the committee's work forward.
17. Provide leadership & ensure committee members are aware of their obligations and that the Committee complies with its responsibilities.
18. Ensure there is sufficient time during the meeting to fully discuss agenda items.
19. Ensure that discussion on agenda items is on topic, productive and professional.
20. Shall either complete committee minutes or appoint a committee member to do so.
21. Ensures minutes are complete and accurate, retained, included and reviewed at the next meeting.
22. Meeting minutes must include the names of committee members in attendance, and other meeting participants.

The Executive Director/ Registrar will appoint a Staff Liaison who will serve as an ex-officio member of the committee. The Staff Liaison will be an advocate, administrator, and resource to



enable the committee to accomplish its goals in accordance with the NSCSW pillars, values, and strategic plan.

6. The liaison serves as a bridge between the College and the Committee, advises the Chair and committee members, and assists the Committee by providing strategic advice and facilitating communications, action, and cooperation to ensure alignment with the College's strategic plan and the values of the profession, as defined by the College.
7. In consultation with the Chair, manages meeting logistics, including but not limited to arrangements for meeting and program rooms, audio-visual and food and beverage, in accordance with scheduled deadlines and allocated budgets.
8. Collaborates with Committee's volunteer leadership to guide it in implementing the College's strategic plan, advance the Committee's mission, and ensure programs and/or activities are planned and implemented align with the Committee's charge and duties.
9. Attends, supports and participates in key committee meetings, events, and activities.
10. Serves as the central point of contact by anticipating and coordinating timely communications among committee leaders and members, NSCSW members, staff, and external entities.

#### *Term of Membership:*

Will be a one-year term on the committee with approval from Council, and option to renew with Council approval. Committee members who have served more than five terms will be encouraged to participate in other committees or to provide leadership to committee work groups. Committee members will be guided by the confines of their jurisdiction (see Section #25, 1 a-c of NSCSW By-law and related policies #10).

#### *Attendance*

Committee members must maintain a minimum attendance of in order to maintain their status as a committee member. 3 consecutive meetings missed *without notification* cause will result in a vacancy. The Chair/Co-Chair will make a reasonable effort to contact the member and determine whether the member is able to remain on the committee and attend regularly.

#### *Deliverables*

Each committee will determine its unique mission, activity and deliverables in collaboration with the NSCSW Council and leadership, as part of its strategic plan. Each committee will have its own document to reflect this, and committee activities and deliverables will be reported back to Council on a regular basis through the staff reports, to ensure Council feedback.

### *Jurisdiction*

The Committee is a committee of the Nova Scotia College of Social Workers Council and reports to Council in regard to its objectives and deliverables. This jurisdiction is granted through section 25 of the NSCSW by-laws which states that the Council may establish any committees, task groups, or working groups it needs in order to complete its work, and shall determine the composition, Terms of Reference and manner of appointment of Chairs. The Chair of the committee will report findings and recommendations to the Executive director/Registrar of NSCSW to share with the Council of the College.

### *Resources and Budget*

4. Administrative support and teleconferencing as needed
5. Budget for committee expenses must be approved by Council and overseen by College staff.
6. Approved budget by Council

### *Governance Decision-making technique.*

Committee reports to Staff Liaison and is a Committee of Council of NSCSW. This Committee will strive for consensus, and will use voting when there is no clear agreement. The committee will present deliverables to Council who will make decisions on any changes or recommendations before final approval of deliverables.

### *Communications*

Committee Chair will provide regular status update to Council for their council meetings and be accountable to their reporting/communication agenda. All information, including minutes and resources will be stored on Google Drive in the folder managed by College staff. Committee chairs and staff liaison will communicate via email to organize meetings and distribute materials.

Committee members will participate in meetings via teleconference or Zoom unless otherwise agreed upon by the Committee. Committee members must provide up-to-date contact information. They are encouraged to provide two email addresses, a primary and a secondary back-up account, when possible, in addition to a phone number.

### *Related policies / By-laws*

Social Work Regulations  
Social Work Act, NSCSW Bylaws.



**Approved: September 20<sup>th</sup>, 2021**

### *Introduction*

The NSCSW Private Practice committee was formed in June of 2017 to address issues with the by-laws regarding the registration of private practitioners. An agenda for the private practice committee was further defined by members at the 2018 AGM who passed a motion carried by the membership that stated.

“the membership directs the College’s Private Practice Committee to continue further considerations for this by-law change to section 32(1)b outlining the private practice requirements. As part of deliberations, the committee will bring a specific recommendation with detailed rationale to members at the next AGM in 2019.”

### **Private Practice Committee Recommendations,**

The Private Practice Committee made the following recommendations at 2019 AGM

1. The Private Practice committee has concluded that the current regulation of private practice is an over-regulation and is not in line with best practices or right touch regulation. In addition, the Private Practice committee has determined that the assessment tools for assessing entry to private practice lack validity and reliability. Finally, current regulatory tools are sufficient in assuring that members competently and ethically deliver professional services. The Private Practice committee recommended that;

*“The prescribed requirement and qualifications for engaging in private practice should be that a Registered Social Worker or Social Worker Candidate must be a member in good standing and only engage in private practice in the area where they are competent to provide the social work service.”*

Current entry to practice requirements, including completing an accredited social work degree coupled with a declaration to adhere to the Standards of Practice and Codes of Ethics are sufficient tools to regulate private practice.

2. The private practice committee also concluded that clinical social work is an advanced application of social work theory and methods to the treatment and enhancement of psychosocial function and ability, addressing emotional, relational and mental health challenges. It is based on theories of human development within a psychosocial context. Clinical social work services consist of evidence-based assessment, diagnosis; treatment, including psychotherapy and counselling; client-centered advocacy; consultation; and evaluation. The committee determined that there is a risk to the public if social workers are practicing clinically without minimal competencies to do so. They recommended

that the NSCSW regulate clinical practice by creating a voluntary clinical registry. The committee recommended that entry to the registry would be acquired through:

- a) An MSW from an accredited school of social work;
- b) A passing mark on the [ASWB clinical exam](#);
- c) A minimal amount of supervised clinical practice experience.

### **Council Decision**

Council heard from many social workers at the 2019 AGM and determined that regulating clinical practice and moving away from private practice was in the best interest of the public. Council however believed that more exploration was needed regarding the best way to regulate clinical practice and passed a motion to create a clinical committee to further explore the issue and develop recommendation and a rationale for clinical regulation

### **Repositioning Social Work in Mental Health**

The NSCSW will soon be releasing a major paper regarding mental health in Nova Scotia and has concluded that the delivery of mental health and addiction services are hampered by challenges within the larger public health system. Part of the challenges faced in service delivery is the unquestioned hegemony of the bio-medical model within the delivery of mental health services. While the bio-medical model certainly has its place within mental health services, its dominance has also become cumbersome to many, as it does not capture the complexity of mental health needs. The bio-medical model, particularly in Nova Scotia, tends to be expert driven: the clinician determines diagnosis, treatment, and when you're "well." It is focused on individualized treatments and ultimately holds individuals for the structural conditions that contribute to their illness (this often leads to the criminalization of those with mental health concerns). It reduces mental health disorders to the simplest forms, creates standardized treatments, and is driven by symptoms rather than root causes (Brown et al., 2020).

The paper articulates that the social work profession should be re-positioned within mental health and addiction services in order to deliver a bio-psycho-social model that understands that mental health is shaped by a person's environment. To ensure that there is a system that understands that the process of healing should be relational, and recognizes that mental health services aren't just supporting the person in the room, but that this person exists within a family, within a community, and within a society. That recognizes that care is delivered through collaboration, and acknowledges that the client is the expert in their own lives, and both the practitioner and the client bring expert knowledge to therapeutic conversation. That shares the responsibility of creating a connected and supportive society, and that demands that we bring a critical clinical focus to the work so that we are deconstructing social power and its impacts on overall mental health.

The paper makes 29 recommendations including the recommendation to explore regulatory practices to determine what can be strengthened in order to ensure that there is a well-defined and clear scope of practice that includes critical clinical skill and family-centred practice that are grounded in a relational approach. This must include a recognition and definition of the scope of clinical social work skills.

### *Vision*

The clinical committee will work to strengthen clinical social work practice in Nova Scotia by exploring the regulatory tools best positioned to serve and protect the public interest; preserve the integrity of the clinical practice within the social work profession; and, maintain public confidence in the ability of the social work profession to regulate itself. The clinical committee will establish a clear clinical scope of practice, assess risks to the public associated with that practice and develop recommendation and draft policy to assure that only those fully qualified are entitled to practice clinical social work in Nova Scotia are doing so.

### *Objectives*

1. Identify clear scope of practice for clinical social work;
2. Examine all risks to the public associated with the delivery of clinical social work services;
3. Examine regulatory tools best position to mitigate risks;
4. Develop rationale and recommendation and proposed policy for the successful regulation of clinical social work in Nova Scotia

### *Members and Responsibilities*

The Clinical Committee shall be comprised of 12 Registered Social Workers/ or Social Worker Candidates that reflect the intersecting identities of social workers in Nova Scotia and who practice in a clinical setting. We will ensure representation from the following communities/organizations, Nova Scotia Association of Black Social Workers, Indigenous Community in Nova Scotia, Council of the College, Disability Community, Acadian community and LGTBQ community.

The Committee will appoint, from among its members a chair, the Chair acts as the official voice for the Committee. The Chair's duties and responsibilities include, but are not limited to, the following:

#### **The Chair shall:**

1. In consultation with the staff liaison and Committee members, schedule dates, times and locations for meetings;
2. Ensure meetings are called and held in accordance with the NSCSW's and Committees mandate, terms of reference and NSCSW By-laws;

3. In consultation with the staff liaison and/or other Committee members establish and confirm an agenda for each meeting;
4. In consultation with the staff liaison ensure the meeting agenda and relevant documents are circulated to the members of the Committee 7 days in advance of the meeting;
5. Officiate and conduct meetings, which ensures effective facilitation of the Consensus Model;
6. Provide leadership & ensure Committee members are aware of their obligations and that the Committee complies with its responsibilities;
7. Ensure there is sufficient time during the meeting to fully discuss agenda items;
8. Ensure that discussion on agenda items is on topic, productive and professional;
9. Ensure minutes are complete and accurate, retained, included and reviewed at the next meeting.

**The Staff Liason shall:**

The Executive Director/ Registrar of the College shall appoint a staff liaison who will serve as an ex-officio member of the Committee. The staff liaison will be an advocate, administrator, and resource to enable the Committee to accomplish its goals in accordance with the NSCSW pillars, values and strategic plan.

1. The liaison serves as a bridge between staff and the Committee, advises the chair and Committee members, and assists the Committee by providing strategic advice and facilitating communications, action, and cooperation.
2. In consultation with the Chair, manages meeting logistics, including but not limited to arrangements for meeting and program rooms, audio visual and food and beverage, in accordance with scheduled deadlines.
3. In consultation with the Chair, coordinates and communicates the agenda, action items, meeting notes, reports, correspondence, and Committee financials.
4. Collaborates with Committee's volunteer leadership to set strategic direction, advance the Committee's agenda, and ensure programs and/or activities are planned and implemented according to the Committee's charge and duties.
5. Attends and participates in key Committee meetings, events and activities.

6. Serves as the central point of contact by anticipating and coordinating timely communications among Committee leaders and members, NSCSW members, staff, and external entities.
7. Facilitates appropriate communication with the Executive Director/ Registrars and NSCSW Council as to ongoing Committee operational needs, as well as advice, information, and directions from NSCSW Council.
8. Provides NSCSW knowledge and historical information to help align the Committee with its charge and duties.

#### *Terms of Membership*

Two years of services of until all deliverables are met

#### *Jurisdiction*

The Committee will be a Committee of Council and report to Council in regards to its objectives and deliverables. This Jurisdiction is granted through section 25 of the Nova Scotia College of Social Workers By-laws which states that the Council may establish any Committees, task groups, or working groups it needs in order to complete its work, and shall determine the composition, terms of reference and manner of appointment of chairs.

The Clinical Committee may make recommendations to council who what the authority through the Social Workers Act to create by-laws 11(1)(k) establishing areas of specialization and prescribing the qualifications required to practice social work in such an area of specialization and (ka) prescribing standards of practice for social workers. They may also make recommendations to council who can create regulations 20 (f) (f) respecting such other matters as the Council considers necessary or advisable for the more effectual discharge of the functions or exercise of the powers of the Board;

#### *Resources and Budget*

The Committee will be granted a of \$5000 for programming and meeting expenses.

#### *Governance Decision-making technique.*

The Committee will use consensus as it processes for group decision-making. This method facilitates a process that encourages input and ideas of all participants to arrive at a final decision acceptable to all. Through consensus, the Committee will work to achieve better solutions, but also to promote the growth of community and trust (See Appendix A).

#### *Communications;*



The Committee will meet approximately 8 times a year. The other meetings will be conducted through video and teleconference meetings. The Committee can also appoint sub-Committee meetings. Meeting minutes will be posted the NSCSW website

## Professional Standards Committee Terms of Reference #TOR55

**Approved By Council: June 19, 2023**

### *Objectives of the Committee*

- The Professional Standards Committee is a Committee of Council within the Nova Scotia College of Social Workers. These terms of Reference set and manage the expectations of the Professional Standards committee by determining the scope of the Committee's responsibility, along with the responsibility of each individual member. The Professional Standards Committee is a standing committee of Council whose mandate will be evolving with various tasks and objectives that fall within the Standards of Practice, and Code of Ethics of the College.
- The Professional Standards Committee will have various tasks and objectives to fulfill as they relate to the practice of Social Work. This committee will have oversight for the multiple work groups charged with developing standards on different topics, and in recruiting subject matter experts to develop professional standards on a range of issues affecting Nova Scotian social workers and their practice of social work.
- Professional Standards Committee work groups will develop standards on issues related to new laws and policies that impact social work practice, such as changes to the Divorce Act and the Medical Assistance in Dying Act, as well as those related to social work practice, such as vicarious trauma and secondary distress, professional development, diversity, cultural competency and safety.
- The Professional Standards Committee will also work to create an ethics consultation process for members, as well as an Ethics Consultation Committee that will provide feedback and guidance on member requests.
- Decisions regarding which professional standards will be clarified and expanded upon are made by the Professional Standards Committee or by Council, in consultation with input from the Ethics Consultation Committee, the Complaints and Discipline Committee as well as other work groups.
- Each committee's list of deliverables must be approved by Council, and it is the Staff Liaison's responsibility to report updates to the Executive Director/Registrar and/or the NSCSW Council on a regular basis.

### *Member Roles and Responsibilities*

This Committee is made up of a steering group, which oversees the work of the any sub-committees, and is charged with finalizing draft standards, as well as submitting them to Council. This Committee also works to get feedback from NSCSW members, and to educate members as well as the broader public, about new projects and existing professional standards.

There are several roles related to this Committee, and each one has its own set of responsibilities and commitments. NSCSW members can serve on the steering group, or on sub-committees and temporary work groups.

Non-NSCSW members can occasionally serve as subject matter experts on work groups, if approved by the committee or its chair(s). Subject matter experts can serve as a consultant on work groups or committees, without becoming a committee member. Subject matter experts can be social workers, or may, by virtue of their knowledge expertise, be from another profession but have knowledge that can be helpful when discerning standards on a given topic. Subject matter experts can also be first-voice representatives. They may join once or throughout the group's process.

Committee members are expected to be members of the College in good standing, or student members, unless they are identified as subject matter experts. Committee members are also expected to be a resident of Nova Scotia.

Members of each committee are required to undergo committee specific orientation and training, as determined by each committee, and any additional requirements that Council may set for committee members.

Every committee leadership Chairperson or people who must be approved by Council. There may be a Chair for individual work groups as well, and these may rotate depending upon the assigned task of the Committee. Every committee chair appointment shall be for the duration of two years, unless otherwise approved by Council.

Committee chairs will have the option of renewing their term for an additional two years, and/or serving for an additional year to support committee leadership transition. As part of the College's commitment to leadership development, no Chair may serve for longer than 5 years, and it is part of the Chair's responsibility to cultivate new leadership potential amongst existing committee members.

The Chair shall:

23. In consultation with the staff liaison and committee members, schedule dates, times, and locations for meetings.
24. Ensure meetings are called and held in accordance with the organization and committee's mandate, Terms of Reference and College By-laws.
25. In consultation with the staff liaison and/or board or committee members, establish and confirm an agenda for each meeting.
26. The committee chair shall ensure the meeting agenda and relevant documents are circulated to the members of the committee in advance of the meeting.

27. Officiate and conduct meetings, using social work group skills and consensus, as described in NSCSW Governance Policy Manual Appendix 1, to move the committee's work forward.
28. Provide leadership & ensure committee members are aware of their obligations and that the Committee complies with its responsibilities.
29. Ensure there is sufficient time during the meeting to fully discuss agenda items.
30. Ensure that discussion on agenda items is on topic, productive and professional.
31. Shall either complete committee minutes or appoint a committee member to do so.
32. Ensures minutes are complete and accurate, retained, included and reviewed at the next meeting.
33. Meeting minutes must include the names of committee members in attendance, and other meeting participants.

The Executive Director/ Registrar will appoint a Staff Liaison who will serve as an ex-officio member of the committee. The Staff Liaison will be an advocate, administrator, and resource to enable the committee to accomplish its goals in accordance with the NSCSW pillars, values, and strategic plan.

11. The liaison serves as a bridge between the College and the Committee, advises the Chair and committee members, and assists the Committee by providing strategic advice and facilitating communications, action, and cooperation to ensure alignment with the College's strategic plan and the values of the profession, as defined by the College.
12. In consultation with the Chair, manages meeting logistics, including but not limited to arrangements for meeting and program rooms, audio-visual and food and beverage, in accordance with scheduled deadlines and allocated budgets.
13. Collaborates with Committee's volunteer leadership to guide it in implementing the College's strategic plan, advance the Committee's mission, and ensure programs and/or activities are planned and implemented align with the Committee's charge and duties.
14. Attends, supports and participates in key committee meetings, events, and activities.
15. Serves as the central point of contact by anticipating and coordinating timely communications among committee leaders and members, NSCSW members, staff, and external entities.

#### *Term of Membership:*

Will be a one-year term on the committee with approval from Council, and option to renew with Council approval. Committee members who have served more than five terms will be encouraged to participate in other committees or to provide leadership to committee work groups. Committee members will be guided by the confines of their jurisdiction (see Section #25, 1 a-c of NSCSW By-law and related policies #10).

### *Attendance*

Committee members must maintain a minimum attendance of in order to maintain their status as a committee member. 3 consecutive meetings missed *without notification* cause will result in a vacancy. The Chair/Co-Chair will make a reasonable effort to contact the member and determine whether the member is able to remain on the committee and attend regularly.

### *Deliverables*

Each committee will determine its unique mission, activity and deliverables in collaboration with the NSCSW Council and leadership, as part of its strategic plan. Each committee will have its own document to reflect this, and committee activities and deliverables will be reported back to Council on a regular basis through the staff reports, to ensure Council feedback.

### *Jurisdiction*

The Committee is a committee of the Nova Scotia College of Social Workers Council and reports to Council in regard to its objectives and deliverables. This jurisdiction is granted through section 25 of the NSCSW by-laws which states that the Council may establish any committees, task groups, or working groups it needs in order to complete its work, and shall determine the composition, Terms of Reference and manner of appointment of Chairs. The Chair of the committee will report findings and recommendations to the Executive director/Registrar of NSCSW to share with the Council of the College.

### *Resources and Budget*

7. Administrative support and teleconferencing as needed
8. Budget for committee expenses must be approved by Council and overseen by College staff.
9. Approved budget by Council

### *Governance Decision-making technique.*

Committee reports to Staff Liaison and is a Committee of Council of NSCSW. This Committee with strive for consensus, and will use voting when there is no clear agreement. The committee

will present deliverables to Council who will make decisions on any changes or recommendations before final approval of deliverables.

### *Communications*

Committee Chair will provide regular status update to Council for their council meetings and be accountable to their reporting/communication agenda. All information, including minutes and resources will be stored on Google Drive in the folder managed by College staff. Committee chairs and staff liaison will communicate via email to organize meetings and distribute materials.

Committee members will participate in meetings via teleconference or Zoom unless otherwise agreed upon by the Committee. Committee members must provide up-to-date contact information. They are encouraged to provide two email addresses, a primary and a secondary back-up account, when possible, in addition to a phone number.

### *Related policies / By-laws*

Social Work Regulations  
Social Work Act, NSCSW Bylaws.



**Approved by Council: June 19, 2023**

### *Objectives of the Committee*

Each Committee is a Committee of Council within the Nova Scotia College of Social Workers and its mission and objectives must align with the objectives set by Council in order to complete the goals set out by the Council's strategic plan over the course of its five years. These Terms of Reference set and manage the expectations of the Committee by determining the scope of the Committee's responsibility, along with the responsibility of each individual member.

Each committee's list of deliverables must be approved by Council, and it is the Staff Liaison's responsibility to report updates to the Executive Director/Registrar and/or the NSCSW Council on a regular basis.

### *Member Roles and Responsibilities*

This Committee is made up of a steering group, which oversees the work of the any sub-committees, and is charged with finalizing draft standards, as well as submitting them to Council. This Committee also works to get feedback from NSCSW members, and to educate members as well as the broader public, about new projects and existing policies and programs.

There are several roles related to this Committee, and each one has its own set of responsibilities and commitments. NSCSW members can serve on the steering group, or on sub-committees and temporary work groups.

Non-NSCSW members can occasionally serve as subject matter experts on work groups, if approved by the committee or its chair(s). If a non-NSCSW member is serving in a leadership role in any given committee or work group, a NSCSW member must serve as a co-chair.

Subject matter experts can serve as a consultant on work groups or committees, without becoming a committee member. Subject matter experts can be social workers, or may, by virtue of their knowledge expertise, be from another profession but have knowledge that can be helpful when discerning standards on a given topic. Subject matter experts can also be first-voice representatives. They may join once or throughout the group's process.

Committee members are expected to be members of the College in good standing, or student members, unless they are identified as subject matter experts. Committee members are also expected to be a resident of Nova Scotia.

Members of each committee are required to undergo committee specific orientation and training, as determined by each committee, and any additional requirements that Council may set for committee members.

Every committee leadership Chairperson or people who must be approved by Council. There may be a Chair for individual work groups as well, and these may rotate depending upon the



assigned task of the Committee. Every committee chair appointment shall be for the duration of two years, unless otherwise approved by Council.

Committee chairs will have the option of renewing their term for an additional two years, and/or serving for an additional year to support committee leadership transition. As part of the College's commitment to leadership development, no Chair may serve for longer than 5 years, and it is part of the Chair's responsibility to cultivate new leadership potential amongst existing committee members.

The Chair shall:

34. In consultation with the staff liaison and committee members, schedule dates, times, and locations for meetings.
35. Ensure meetings are called and held in accordance with the organization and committee's mandate, Terms of Reference and College By-laws.
36. In consultation with the staff liaison and/or board or committee members, establish and confirm an agenda for each meeting.
37. The committee chair shall ensure the meeting agenda and relevant documents are circulated to the members of the committee in advance of the meeting.
38. Officiate and conduct meetings, using social work group skills and consensus, as described in NSCSW Governance Policy Manual Appendix 1, to move the committee's work forward.
39. Provide leadership & ensure committee members are aware of their obligations and that the Committee complies with its responsibilities.
40. Ensure there is sufficient time during the meeting to fully discuss agenda items.
41. Ensure that discussion on agenda items is on topic, productive and professional.
42. Shall either complete committee minutes or appoint a committee member to do so.
43. Ensures minutes are complete and accurate, retained, included and reviewed at the next meeting.
44. Meeting minutes must include the names of committee members in attendance, and other meeting participants.

The Executive Director/ Registrar will appoint a Staff Liaison who will serve as an ex-officio member of the committee. The Staff Liaison will be an advocate, administrator, and resource to enable the committee to accomplish its goals in accordance with the NSCSW pillars, values, and strategic plan.

16. The liaison serves as a bridge between the College and the Committee, advises the Chair and committee members, and assists the Committee by providing strategic advice and facilitating communications, action, and cooperation to ensure alignment with the College's strategic plan and the values of the profession, as defined by the College.
17. In consultation with the Chair, manages meeting logistics, including but not limited to arrangements for meeting and program rooms, audio-visual and food and beverage, in accordance with scheduled deadlines and allocated budgets.
18. Collaborates with Committee's volunteer leadership to guide it in implementing the College's strategic plan, advance the Committee's mission, and ensure programs and/or activities are planned and implemented align with the Committee's charge and duties.
19. Attends, supports and participates in key committee meetings, events, and activities.
20. Serves as the central point of contact by anticipating and coordinating timely communications among committee leaders and members, NSCSW members, staff, and external entities.

#### *Term of Membership:*

Will be a one-year term on the committee with approval from Council, and option to renew with Council approval. Committee members who have served more than five terms will be encouraged to participate in other committees or to provide leadership to committee work groups. Committee members will be guided by the confines of their jurisdiction (see Section #25, 1 a-c of NSCSW By-law and related policies #10).

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#### *Resources and Budget*

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12. Approved budget by Council

#### *Governance Decision-making technique.*

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#### *Related policies / By-laws*

Social Work Regulations  
Social Work Act, NSCSW Bylaws.



## Decolonizing Social Work - Work Group Guiding Document

Approved By Council: June 19, 2023

### *Acknowledgements*

We gratefully acknowledge the input of a number of Indigenous social workers and other community members who have come together to join the NSCSW in this important task: to begin to work toward the decolonization of social work.

In particular, we express our appreciation to Jacklyn Paul for guiding this work, and to the following individuals for their active participation in this project: Philippa Pictou, Craig Besaw, RSW, Gail Baikie, Ann Sylliboy, Crystal Hill, RSW, Suzanne Brooks, Leurette Llobe (BSW student) and Michelle LeBrun, RSW

### *Decolonizing Work Group Philosophy:*

We acknowledge that we come together, rooted in the NSCSW's commitment to working to implement the recommendations of the Truth and Reconciliation commission, and its desire to decolonize itself and the profession of social work more broadly. We gather together, called by the need for justice, and the need to ensure the rights and responsibilities outlined in the Peace and Friendship treaties, intended to govern the relationships between sovereign nations.

The members of this work group arrive into this work in meaningful relationship with the College and with this goal. Through the College's efforts toward decolonization, and with the input, guidance and wisdom of this work group, as well as Mi'kmaq and Indigenous Elders and Community, we hope to end the current harms perpetuated upon Indigenous communities by social workers and the agencies within which they work.

We affirm that we gather together in Spirit, and that we are also grounded in the Mi'kmaq Sacred, Knowledge Keepers, Teachings, Land-based teachings, language and ceremonies, as well as guided by our ancestors. Our work together is motivated by a philosophy, a consciousness and an ethic that aims to acknowledge and strengthen Mi'kmaq and Indigenous social work practices, and their unique approach to social work. We hope to share, develop and customize Indigenous worldviews as part of our commitment to building a two-eyed seeing perspective to social work. We hope to build trust with Mi'kmaq and Indigenous social workers and communities, and to build understanding and awareness for all social workers. Our hope is to work toward justice and a new framework for what social work, and begin to build capacity. We recognize that there is a need for a new Code of Ethics and a good process that ensures resilience and that makes space for continued revising of this group philosophy as we evolve.

### *Guiding Principles:*

- ❖ Principle- RECONCILIATION requires everyone to do the work and not just depend upon this committee to do it for them
- ❖ (create a visual tool- stop! Have you done the following first?)
- ❖ Goal- not to burn out the committee by having them provide input on everything. Be judicious in what feedback is requested.

### Group Vision

*The Nova Scotia College of Social Workers is committed to dismantling structures that impede the full, equal, and just participation of Indigenous peoples in all aspects of economic, social, cultural, and political life. Specifically, we are committed to applying a decolonization framework that recognizes social works role in the genocide of Indigenous peoples to policies, programs and services in the authority of the NSCSW to strive towards reconciliation with Indigenous people. Our vision for the NSCSW is for it to embrace:*

- Role of seven sacred teachings
- a decolonizing lens
- Establish framework for how this work group gets consulted (protocol for what is brought to the group, and what needs to be considered prior to items coming to the group)
- Input on strategic plan for College and how the assessment of what needs to be done in order to decolonize its guiding documents and policies and practices- build and implement an accountability process that is in alignment with this group's value

### Group Objectives:

- Education for social work members/committee members/ committee chairs/council members/Board of Examiners in order to address unconscious bias/lack of understanding
- Provide input on College Professional Standards such as new access and custody guidelines for social workers
- Provide input on community requests (ie Cape Breton University's new BSW program that seeks to emphasize Indigenous content)
- Provide input on the College's decolonization commitments and strategic plan
- Provide input on the CASW's new Code of Ethics- the NSCSW's consultation process and whether it should adopt/adapt the new code of ethics for its members.
- Provide input of the NSCSW's clinical social work regulation project
- Oversee information gathering project (anonymous survey/focus groups to improve the process by which Indigenous social workers experience registration or interact with the College):
- Create a conference for social workers focus on Indigenous social work practice.
- Training for two-eyed practice
- Develop a guideline for competencies for Mi'kma'ki social workers, as well as for all social workers who live and practice in Mi'kma'ki territory

### Questions to be considered by the College when consulting the work group:

- Is this issue a "rights-based issue" or is it a "community well-being issue"?
- Is there an ethical issue? From what perspective? As determined by whom?
- Is this a standards issue? Should guidelines be established for social workers?
- Is this an internal College issue? Is it an external advocacy issue?

### Reciprocity for Working Group;

The College and Working Group are committed to Reconciliation and embrace the principle of reciprocity. We are reminded that we live within interdependent and interconnective systems.

As caretakers of Wskitqamu, we honour the understanding about balancing “give and take” within our continuous and diverse interactions with the land, with other groups of living beings and non-living things, and with ecological resources. Reciprocity and gratitude allow people to acknowledge the interdependence of life.

In honor of interdependence of the working group and college’s goals, each member of the committee shall receive a stipend of \$100.00 for each 2-hour meeting that they attend.

## Appendix # 1 Consensus Decision-Making Technique.

Council will use consensus as it processes for group decision-making. This method facilitates a process that encourages input and ideas of all participants to arrive at a final decision acceptable to all. Through consensus, the committee will work to achieve better solutions, but also to promote the growth of community and trust.

Consensus is a process of synthesizing many diverse elements together. With consensus people, can work through differences and reach a mutually satisfactory position. It is possible for one person's insights or strongly held beliefs to sway the whole group. No ideas are lost; each member's input is valued as part of the solution. A group committed to consensus may utilize other forms of decision making (individual, compromise, majority rules) when appropriate; however, a group that has adopted a consensus model will use that process for any item that brings up a lot of emotions, is something that concerns people's ethics, politics, morals or other areas where there is much investment.

Consensus does not mean that everyone thinks that the decision made is necessarily the best one possible or even that they are sure it will work. What it does mean is that in coming to that decision, no one felt that their position on the matter was misunderstood or that it wasn't given a proper hearing.

Consensus takes more time and member skill, but uses lots of resources before a decision is made, creates commitment to the decision and often facilitates creative decision. It gives everyone some experience with new processes of interaction and conflict resolution, which is basic but important skill building. For consensus to be a positive experience, it is best if the group has

1. common values,
2. some skill in group process and conflict resolution, or a commitment to let these be facilitated,
3. commitment and responsibility to the group by its members and
4. sufficient time for everyone to participate in the process.

### *Rules for Consensus*

**Standing Aside:** If you do not agree with the direction that the group is heading in, but you are not willing to stop the rest of the group from going ahead with a generally accepted idea, you can choose to stand aside. This should only be done after you have clearly articulated your concerns and there has been discussion from the group about your concerns. If there are more than one or two people standing aside, it would be wise to continue to search for other ideas and compromises.

**Blocking:** One individual has the power to block a decision, even if it goes against something that the rest of the group agrees to. Again, this should only be done after lengthy discussion, and only in situations where you feel that the decision is morally wrong and would harm the



group or other people in some way. Good conflict management skills are necessary in these situations to try and work out solutions.

#### *Forming the consensus proposals:*

During discussions, a proposal for resolution is put forward. It is amended and modified through more discussion or withdrawn if it seems to be a dead end. During this discussion period, it is important to articulate differences clearly. It is the responsibility of those who are having trouble with a proposal to put forth alternative suggestion. The fundamental right of consensus is for all people to be able to express themselves in their own words and of their own will. The fundamental responsibility of consensus is to assure others of their right to speak and compromise with synthesis. When a proposal seems to be well understood by everyone, and there are no new changes asked for, the chair can ask if there are any objections or reservations to it. If there are no objections, there can be a call for consensus. If there are still no objections, then after a moment of silence you have your decision. Once consensus does appear to have been reached, it really helps to have someone repeat the decision to the group so everyone is clear on what has been decided.

#### *Difficulties in reaching consensus:*

If a decision has been reached, or is on the verge of being reached that you cannot support, there are several ways to express your objections:

- **Non-support** (“I don’t see the need for this, but I’ll go along.”)
- **Reservations** (“I think this may be a mistake but I can live with it”)
- **Standing aside** (“I personally can’t do this, but I won’t stop others from doing it”)
- **Blocking** (“I cannot support this or allow the group to support this. It is immoral.” If a final decision violates someone’s fundamental moral values they are obligated to block consensus)
- **Withdrawing from the group-** Obviously, if many people express non-support or reservations or stand aside or leave the group, it may not be a viable decision even if no one directly blocks it. This is what is known as a “lukewarm” consensus and it is just as desirable as a lukewarm beer or a lukewarm bath.

If consensus is blocked and no new consensus can be reached, the group stays with whatever the previous decision was on the subject or does nothing if that is applicable. Major philosophical or moral questions that will come up with each affinity group will have to be worked through as soon as the group forms.