

# MFRC

NORTH BAY  
MILITARY FAMILY RESOURCE CENTRE

The heart of the military



## Board Handbook And Application Form

Our mission is to provide programs and services that foster strong community and family relationships in response to the unique needs of military families throughout Northeastern Ontario.

Notre mission est de fournir des programmes et services qui encouragent de solides liens entre la communauté et la famille, en réponse aux besoins uniques des familles militaires du Nord-Est de l'Ontario.

### Values / Valeurs

**M**indful  
**F**lexible  
**R**eliable  
**C**ompassionate

### Vision

Fulfilling needs,  
evolving programs,  
and enhancing military  
family life.

### Strategic Plan / Plan stratégique

- 1 Strengthen and enhance the organization's relationship within the community.
- 2 Increase public awareness and understanding of MFRC programs and services.

## WELCOME AND OVERVIEW

Welcome to the North Bay MFRC Team!

This handbook is designed to assist you in being one of our valuable Board of Director's.

Please review each section and contact the Volunteer Coordinator at 705-494-2011 ext 2053 if you have any questions about the information.

Thank you for making this commitment to growing our community...  
May your volunteer experiences be rewarding, meaningful and fun!





Dear Potential Board Member:

On behalf of the Board of Directors, staff and MFRC volunteers, I thank you for taking the time to consider volunteering for the very important role of board member. In accepting this position, you will have demonstrated your desire to become a part of a team working towards improving the quality of life for military families at CFB North Bay. We are proud of your reputation for fostering positive atmosphere and encourage you to ask questions at any time, should you have concerns.

It is important that your transition to the board is a smooth one. Take a few minutes to browse through the information package. It is a starting point to help you make your decision on becoming a board member. We sincerely hope that you will find this information useful.

Once you have elected to join the Board and the Board has voted you in as a "member at large", you will be given a binder with additional orientation information. We have many resource books on board members, our Executive Director and MFRC Volunteer Coordinator. We will make every effort to help you should you accept a role on our board.

Once again, thank you for allowing us to bring your name forward as a potential member of the Board of Directors of the North Bay Military Family Resource Centre.

Sincerely,  
The Executive Director  
and Staff of the MFRC





Dear Potential Board Member:

The Board of Directors of the North Bay Military Family Resource Centre (MFRC) would like to take a few moments to introduce you to our organization.

As you probably know, we are a non-profit organization whose purpose is to provide services, programs and activities, which strengthen the military community by promoting individual, family and community health and well being.

It is worthwhile to note that, as a Board of Directors, we are not responsible for the day to day operations of the MFRC. That is the job of the Executive Director. Our focus on the Board is a more long term view of how we hope the MFRC can help the members of our military community. If we are doing our job well we look toward planning, not implementation.

In the package that follows we hope to give you a general overview of the MFRC and what you should expect if you choose to accept nomination and are elected as a member of the Board of Directors. Do not be alarmed by what looks like a lot of reading. What follows is very straightforward common sense information. We just want to know what you can expect from us and what will be expected of you in terms of your commitment to the board.

MFRC volunteers are our true VIPs and they are integral members of our team. We believe that the vitality and success of this MFRC is largely dependent on your skills, dedication and direction provided by our board and committee volunteers. Thank you again for considering a term on the Board of Directors of the Military Family Resource Centre.

Sincerely,  
The MFRC Board of Directors





The North Bay MFRC is an independent charitable organization that is incorporated to operate under the governance of a Board of Directors

### OUR HISTORY

In the 1980's, family support centres were developed at a number of CF locations as a result of active leadership from civilian spouses of CF members. Nationally, spouses became increasingly insistent that the CF acknowledge the significant contributions and sacrifices made by CF families, as well as the CF member. The families fought for recognition that laid the foundation for the present day Military Family Services Program.

In 1990 the site in North Bay opened. It was called, "North Bay Multi Family Resource Centre". In 1991, the Directorate of Military Family Support (DMFS) – National Model came into existence. It was adopted by the North Bay Military Family Resource Centre in 1992. In 1992, the Advisory Board became the Governing Board. In 2004, it went through a transformation with the Parameters for Practice being released. This set the guidelines for programming and how the MFRC would operate. Today we are located at 39 Sterling Avenue, Hornell Heights, ON. We have served military families in North Bay for over 20 years.



## GOAL OF THE VOLUNTEER PROGRAM

**To support the achievement of the mission of the North Bay MFRC.  
To enhance the quality of life of our volunteers by providing opportunities for community involvement, personal growth, skill development and personal recognition through volunteering.**

### CONFIDENTIALITY

All volunteers sign an "Oath of Confidentiality". Compliance with this agreement is a condition of their participation as a volunteer. Failure to maintain confidentiality may result in corrective action or immediate termination of the volunteer's position with the North Bay MFRC.

### CODE OF ETHICS

All volunteers sign a "Code of Ethics". It outlines the key principles North Bay MFRC volunteers use to guide their involvement and work with the Centre.

### VOLUNTEER PLACEMENT AND SUPPORT

Volunteers are matched to positions based on their goals, interests and skills. All volunteers have a clearly identified Staff Supervisor for guidance and support. Volunteers are encouraged to talk to their Staff Supervisor or the Volunteer Coordinator if they have any questions or concerns about their work or want to change assignments. The North Bay MFRC uses written volunteer job descriptions to assist in placement and support. If no volunteer position exists that is a good match for a volunteer, the Volunteer Coordinator can provide referrals to other organizations or consider developing a new position.

### ATTENDANCE

The North Bay MFRC makes every effort to set up a work schedule that is convenient for the volunteer and matches their availability to the type of tasks or schedules that exist at the Centre. In return, the North Bay MFRC expects that volunteers will show up at their scheduled time. When a volunteer cannot fulfill her/his time commitment, they are expected to notify the Supervisor ASAP. If child care has been booked, the volunteer is responsible for cancelling the bookings.



## SCREENING POLICY

**Screening of all staff-paid and unpaid-is an integral part of the North Bay MFRC's risk management plan. Screening begins at the application stage and continues throughout the interview, orientation, and supervision process.**

**North Bay MFRC utilizes both police record and vulnerable sector screening checks with volunteers and staff. All North Bay MFRC volunteer applicants will be screened in a manner appropriate to the volunteer position for which they have applied.**

Screening procedures are determined according to:

- The vulnerability of persons with whom the volunteer will be involved
- The requirements of the position
- The nature of the relationship between the volunteer and client

All volunteers are required to have a police records check. Volunteers must bring completed forms back to the Volunteer Coordinator for processing. Some positions will also require the completion of a vulnerable sector screening check. Checks will be redone/updated every three years. If a current volunteer wishes to move into a position that requires a higher level of screening, she/he will be expected to fulfill the additional requirements.

The only exceptions to the use of these checks will be when a police record check cannot be performed because of age/under 18 years of age. In these situations (ie. Where volunteers have not been cleared through a police records and/or vulnerable sector screening check), Staff Supervisors who have been cleared through police record and/or vulnerable sector screening checks, will supervise volunteers and ensure that volunteers are not placed in a position that involves being alone with children or having unsupervised access to children.

Costs associated with these checks for volunteers will be reimbursed by the North Bay MFRC. Should the results of the check indicate there may be a history, the volunteer will be expected to provide full disclosure on this issue. If the volunteer refuses to provide full disclosure, her/his participation as a volunteer will be terminated.

## DRESS CODE

Volunteers should dress appropriately for the work they will be doing. As representatives of the organization, volunteers, like staff, are responsible for presenting a good image to the community.

## SAFETY

Volunteers must follow fire or evacuation procedures outlined/posted in the Centre and should follow staff out of the building to the designated meeting place when the fire alarm is sounded. Volunteers should inform their Staff Supervisor of situations where they feel unsafe so that the situation can be addressed ASAP!

## CHILD CARE

To remove barriers to volunteering, North Bay MFRC provides child care, free of charge, in Little Wings Child Care Centre to volunteers who require care for their children because of the absence of the other parent and/or responsible sibling, while the parent is volunteering. Volunteers are responsible for making their own bookings and cancelling those bookings as required (call 705-494-2011 ext. 2060). Volunteers should indicate to LWCC staff what their volunteer assignment is when they call to make their bookings, so they won't be billed for that child care. Volunteers who are on a regular assignment, are encouraged to make bookings in advance and/or make their next booking when picking their child(ren) up after their volunteer shift.

## FEEDBACK/EVALUATION

Volunteers provide and receive annual feedback about their work, and also give feedback through an exit survey when they leave. This information exchange assists the volunteer and North Bay MFRC in finding ways to improve and develop; ensure the goals/needs of the Centre are being met and/or provide needed updates to job descriptions. Written volunteer job descriptions and success measures form the basis of annual reviews from volunteers and staff.

## RECOGNITION

North Bay MFRC offers volunteers recognition and appreciation in a variety of ways (ie. Annual volunteer appreciation Christmas party, gifts, cards, etc.). Letters of Reference, school credit and copies of any checks may also be requested from the Volunteer Coordinator.

## TRAINING POLICY

Volunteers can expect to receive the specific on-the-job training that will provide them with the information and skills they need to do the job successfully. Additional training opportunities will be made available to volunteers to enhance their skill levels. The cost of approved training will be subsidized by the North Bay MFRC.

Educational opportunities may focus on training for the volunteer's current volunteer job, or they can be of a more general nature that will enhance the individual's personal and/or professional development. The Volunteer Coordinator will notify volunteers when a training opportunity arises.

## REIMBURSEMENT OF EXPENSES

Volunteers will only be reimbursed for expenses that have been pre-approved by their Staff Supervisor or Volunteer Coordinator.





## CORRECTIVE ACTION

In some situations, corrective action may be required. Corrective action could include additional training or re-assignment of volunteer to a new position. Volunteers have the right to expect:

- Supportive and constructive criticism
- Clear details regarding inappropriate or unsatisfactory performance/behaviour
- Suggestions regarding what and how to improve
- Time and opportunity to demonstrate improvement after each stage

## DISMISSAL

Dismissal is only used as a last resort and applied when other available and appropriate approaches have been attempted and failed. Dismissal of volunteers will normally follow the North Bay MFRC's policy on corrective action. Grounds for dismissal may include, but are not limited to, the following:

- Breach of confidentiality
- Gross misconduct or insubordination
- Being under the influence of alcohol or drugs
- Theft of property or misuse of agency equipment or materials
- Abuse or mistreatment of clients and co-workers
- Not letting the MFRC know if you cannot make it for an assignment



## North Bay MFRC Code of Ethics

All volunteers are expected to meet the MFRC's standards of conduct:

- They shall fulfill their obligations and responsibilities with integrity
- They shall serve consumers in a conscientious, diligent and efficient manner
- They shall protect the privacy of consumers and hold in confidence all professional acquired information concerning consumers, staff, board members and volunteers. They shall disclose such information only when legally or professionally obligated to do so
- They shall treat their co-workers with respect and work cooperatively with them
- They shall treat the MFRC, its services, and programs with dignity, respect and conduct themselves in a manner conducive to the well being of the MFRC

### Willingness to Learn:

I know that the North Bay MFRC values life-long learning and I will participate, when possible and appropriate, in the training programs I am offered. I will also give feedback to the Centre when requested and will ask for feedback about my performance, if I need further information or assurance.

### Positive Attitude and Initiative:

I know it's important to have a positive attitude regardless of the task I perform. I will do my best to provide the highest quality of service when I volunteer. I will focus on my assigned duties and behave in a dignified and appropriate way when volunteering.

### Good Role Model:

I know I am a role model and representative for the Centre, so I will act in "the best interests of the Centre and community." *Should I feel my loyalty to the Centre could be questioned, I will report that to the Volunteer Coordinator immediately so it can be addressed.*

### Team Building:

I know the Centre values collaboration and cooperation between people and programs. I will seek to understand differences in viewpoints. I work cooperatively with others to help build team where different strengths are valued.

### Appropriate Questioning and Feedback:

If I have questions or concerns about any aspect of volunteering, I will talk to the Volunteer Coordinator as soon as possible, so they can be promptly addressed.



NOTES



39 Sterling Avenue, Hornell Heights, North Bay, ON P0H 1P0

Telephone: 705-494-2011 ext 2053

Toll Free: 1-866-472-9433

Fax: 705-494-2106

Website: [www.cafconnection.ca](http://www.cafconnection.ca)

Facebook/Twitter: North Bay MFRC

## Mission Statement

To provide programs and services that foster strong community and family relationships in response to the unique needs of military families throughout Northeastern Ontario

## Vision Statement

Fulfilling needs, evolving programs, and enhancing military family life

## Values

Mindful

Flexible

Reliable

Compassionate

**MFSP**  
MILITARY FAMILY  
SERVICES PROGRAM



**PSFM**  
PROGRAMME DES SERVICES  
AUX FAMILLES DES MILITAIRES

# Board of Director's Application Forms





Thank you for completing this form.

Please print clearly.

Maintaining confidentiality of your personal information is an important part of our office policy. Information on this form is used by MFRC personnel in the usual course of business in accordance with the MFRC's Privacy Policy.

### GENERAL INFORMATION

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

First and Last Name: \_\_\_\_\_

Birth date: \_\_\_\_\_ Gender: \_\_\_\_\_ Primary Language: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone (home): \_\_\_\_\_ (work): \_\_\_\_\_ (cell): \_\_\_\_\_

Email: \_\_\_\_\_ Preferred contact method: \_\_\_\_\_

Valid Driver's License: ☐ Yes ☐ No License Number: \_\_\_\_\_

Emergency Contact Name: \_\_\_\_\_

Emergency Contact Phone Number: \_\_\_\_\_

Are you currently employed? ☐ Yes ☐ No

Employer: \_\_\_\_\_ Position/title: \_\_\_\_\_

Employer Address: \_\_\_\_\_



## APPLICATION PROFILE QUESTIONS

*The North Bay Military Family Resource Centre adheres to and complies with the provisions under the provincial and territorial Human Rights Acts*

### Section I

To ensure segments of our community are represented on the Board and served in the best and most efficient way possible, please respond to the following:

**Language(s)** ☐ **English** ☐ **French** ☐ **Other**

**I belong to the following demographic group(s):** *(Check all that apply)*

- |   |   |
|---|---|
| <input type="checkbox"/> Military member  | <input type="checkbox"/> Partner of a military member     |
| <input type="checkbox"/> Reserve member   | <input type="checkbox"/> Partner of a reservist           |
| <input type="checkbox"/> A retired member | <input type="checkbox"/> Partner of a retired member      |
| <input type="checkbox"/> Civilian         | <input type="checkbox"/> Adult child of a military member |

Other: \_\_\_\_\_

**I am familiar with MFRC services and programs.** ☐ Yes ☐ No

**I have used the MFRC services or programs** ☐ Yes ☐ No

**If yes, when?**

- |   |   |
|---|---|
| <input type="checkbox"/> in the last month      | <input type="checkbox"/> during the past year |
| <input type="checkbox"/> in the last six months | <input type="checkbox"/> several years ago    |

### Section II

The following section will help us get a better sense of your interests and experiences

**Expertise/Professional Skills:** *(Check all that apply)*

- |   |  |
|---|--|
| <input type="checkbox"/> Fundraising                            | <input type="checkbox"/> Non profit organizations    |
| <input type="checkbox"/> Financial Management                   | <input type="checkbox"/> Personnel Management        |
| <input type="checkbox"/> Accounting                             | <input type="checkbox"/> Public Relations/Media      |
| <input type="checkbox"/> Legal Issues                           | <input type="checkbox"/> Goal Setting and Evaluation |
| <input type="checkbox"/> Strategic Planning/Group Facilitation  | <input type="checkbox"/> Community Resources         |
| <input type="checkbox"/> Program/Service Development & Analysis |  |

Other: \_\_\_\_\_

### Previous Volunteer Experience

Have you had any previous Board experience? ☐ Yes ☐ No

Please list with which organization(s) and the length of your board service(s):

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**Familiarity with and/or understanding of the following**

Please rate your answer using this scale:

**0**=none    **1**=little    **2**=some    **3**=fair    **4**=good    **5**=very good

• Military Community	0	1	2	3	4	5
• Education Community	0	1	2	3	4	5
• Business Community	0	1	2	3	4	5
• Children/Youth Issues	0	1	2	3	4	5
• Women’s Issues	0	1	2	3	4	5
• Charities/Special Interest Groups	0	1	2	3	4	5
• Human Resource Management	0	1	2	3	4	5
• Policies and Procedures	0	1	2	3	4	5
• Risk Management	0	1	2	3	4	5
• Communications	0	1	2	3	4	5
• Computers/Technology	0	1	2	3	4	5

**Section III**

**Please tell us your reasons for wanting to be a member of the MFRC Board of Directors.**

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**Please ensure that all documentation is complete and don’t forget to include your resume with three references.**

Thank you for your time in completing this application

Please return to the MFRC

If you have any question about anything  
do not hesitate to ask for more information by calling  
the Volunteer Coordinator at 705-494-2011 ext 2053

## Statement of Board Member's Responsibility

Directors of non-profit organizations are responsible for governing the affairs of the organization on behalf of its members. Directors have a relationship of **"trust"** with the members of the organization and it is from this trust relationship that certain legal duties arise. This position of trust is referred to as a **"fiduciary relationship"**.

Definition:

### Fiduciary

1. **A person legally authorized to hold assets in trust for another person. The fiduciary manages the assets for the benefit of the other person rather than for his or her own profits.**
2. **In law, a person who occupies a position of power and confidence with regard to property of another that the law requires him to act solely in the interest of the person who he represents. Examples of fiduciaries are agents, executors, and administrators, trustees, guardians, and officers of corporations.**

### Basic duties of Board Members arising from this trust relationship:

1. To the duty of diligence—to act responsibly, prudently, honestly and in good faith and with a view to the best interests of the organization and its members.
2. The duty of loyalty—to place the interests of the organization first and to not use one's position as director to further private interests; and
3. The duty of obedience—to act within your authority, the scope of governing policies of the organization and within the scope of other laws, rules and regulations that apply to the organization.

### Liability arising from the trust relationship:

Directors and officers may be held personally liable for claims arising from a number of events, including activities of volunteer/staff in the name of the organization, employee discrimination, wrongful dismissal, and breach of duties.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Board Service Commitment Pledge

I, \_\_\_\_\_ recognizing the important responsibility I am undertaking in serving as a member of the Board of Directors of this organization, hereby pledge to carry out in a trustworthy and diligent manner the duties and \_\_\_\_\_ obligations in my role as a board member.

### MY ROLE:

I acknowledge that my primary role as a board member is:

1. To contribute to the defining of the organization mission and governing the \_\_\_\_\_ fulfillment of that mission.
2. To carry out the functions of the office of Board Member and/or Officer as stated in the bylaws.

My role as a board member will focus on the development of broad policies that \_\_\_\_\_ govern the implementation of institutional plans and purposes. This role is separate and distinct from the role of the Executive Director/Administrator, who determines the means of implementation.

### MY COMMITMENT:

I will exercise the duties and responsibilities of this office with integrity, collegiality and care.

### I PLEDGE:

1. To establish as a high priority my attendance at all meetings of the Board, \_\_\_\_\_ committees and task forces on which I serve.
2. To come prepared to discuss the issues and business to be addressed at scheduled meetings, having read the agenda and all background material relevant to the \_\_\_\_\_ topics at hand.
3. To work with and respect the opinions of my peers who serve on this board, and to leave my personal prejudices out of all board discussions.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_



## Managing your liability as a Board Member

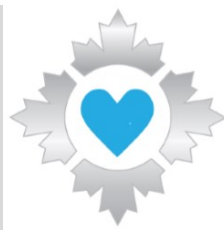
As a result, we ask all directors to manage their risk of being a board member by being responsible and prudent:

1. Attend all meetings and pay attention to proceedings
2. Be an active participant in meetings
3. Review minutes for accuracy and register in writing any disagreements
4. Know and follow MFRC policies and governing documents
5. Be familiar with laws that apply to the MFRC, Little Wings Child Care Centre and the 22 Wing Family Medical Clinic
6. Review the Executive Director's performance
7. Review the MFRC and LWCC programs and financial information
8. Avoid conflict of interest
9. Exercise care, diligence and skill during discussions and when making a decision on a course of action
10. Request professional counsel when necessary

I have read and agree to accept this statement of board member's responsibility.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_



## Code of Ethics

Each employee or volunteer is to read and sign this statement indicating that he/she has read, understood and agrees to abide by the provisions of the North Bay Military Family Resource Centre Code of Ethics, which is as follows:

All employees and volunteers are expected to meet the MFRC's standards of conduct.

- A) They shall fulfill their obligations and responsibilities with integrity.
- B) They shall serve consumers in a conscientious, diligent and efficient manner.
- C) They shall protect the privacy of consumers and hold in confidence all professional acquired information concerning consumers, staff, board members and volunteers. They shall disclose such information only when legally or professionally obligated to do so.
- D) They shall treat their co-workers with respect and work cooperatively with them.
- E) They shall treat the MFRC, its services, and programs with dignity, respect and conduct themselves in a manner conducive to the well being of the MFRC.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Oath of Confidentiality

I \_\_\_\_\_, hereby undertake as part of the condition of my employment or volunteer role, to keep in strict confidence, any information concerning the participants of the agency's programs or any other agency that I may have knowledge of.

I will not engage in discussion of the particulars of a case or a situation within or outside the office except on a need to know basis as required for the appropriate conduct of the agency's business.

I also undertake that I will never remove any confidential written material, of any kind, from the premises of the establishment unless under expressed orders to do so.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## **Application Checklist**

*For Office Use Only*

- ☐ **Complete application form**
- ☐ **Read and sign our "Statement of Board Responsibility"**
- ☐ **Read and sign our "Board Service Commitment Pledge"**
- ☐ **Read and sign our "Managing your liability as a Board Member"**
- ☐ **Read and sign "Code of Ethics"**
- ☐ **Read and sign "Code of Confidentiality"**
- ☐ **Submit resume with three references**
- ☐ **Criminal Reference Check # \_\_\_\_\_**
- ☐ **Vulnerable Sector Screening Check # \_\_\_\_\_**