

The League of Canadian Poets

HOW THE LEAGUE WORKS:

PROCEDURES AND POLICIES' HANDBOOK

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1.0 Roles and responsibilities

1.1 National Council

Purpose:

National Council ensures that the League of Canadian Poets fulfils its mandate on behalf of poets and poetry in Canada. Council ensures that the League remains financially stable. It provides policy direction to the Executive Director, so that programs and initiatives reflect priorities and policy established by the membership through annual meetings or (if needed) special membership votes.

Membership and Structure:

Council members are elected at the Annual General Meeting in accordance with the League’s by-law.

A slate of candidates for positions on National Council is assembled by the Nominating Committee. (See section 2.3) Regional reps who are ending their term are responsible for identifying a replacement and forwarding that name to the Nominating Council. Additional candidates may be nominated by members for any position.

If an elected member of council cannot complete his/her term, National Council may appoint a replacement to serve until the next annual meeting.

Council receives support from staff, through the Executive Director, to do its job effectively. This includes providing policies, financial reports and other background material.

Meetings:

Meetings of National Council are called by the President. The Executive Director co-ordinates meeting logistics.

When financially possible, Council meets in person twice a year – once at the Annual General Meeting, and a second meeting at the national office in fall. In-person meetings may be replaced or supplemented by teleconferences. Whether in-person or via teleconference, Council will meet at least three times a year.

Issues may also be discussed and voted on through e-mail.

Six members of council constitute a quorum for meetings or for purposes of an e-mail vote.

Procedures (Council as a whole):

- Council writes and approves policy documents, including the policy manual and the strategic plan.
- Council monitors the League’s compliance with policies and updates policy when needed.
- Council reviews the by-law and recommends changes to the general membership. Council may institute a change that affects the by-laws, pending a vote by the membership at the next annual meeting. When required, Council prepares amendments to the by-laws.
- Council approves the League budget.
- Council approves the hiring and termination of the Executive Director, including the Executive Director’s employment contract. Council delegates the process of yearly performance reviews to the Advisory Committee. (See section 1.3.)
- Council assists in developing and maintaining positive relations among the committees, staff members and membership to enhance the League mission.

Procedures (Individual members):

- Members familiarize themselves with the background necessary for their position. This includes the League's by-law and guide for members, and current financial reports, appropriate committee terms of reference and policies. Council members will participate fully in meetings and e-mail discussions, while respecting the time and opinions of their fellow members.
- Council provides connection with the poetry community.
 - Members monitor the external environment to assess whether services are relevant to users, including League members and the public.
 - Council members provide regular reports for the newsletter
- Council acts at all times with integrity. Members observe policies on financial management, equity, conflict-of-interest, confidentiality. They act in accordance with the *Legal & Ethical Responsibilities of Council*. (See below)
- Council allows the Executive Director to manage staff effectively.
 - Council members may work directly with staff members on specific committees or projects, but recognize that the Executive Director has overall direction of staff resources.
 - Council does act promptly in accordance with the equity policy if a complaint is received from a staff member.

Legal & Ethical Responsibilities of Council:

The following is a brief summary of the legal duties and responsibilities of a trustee prepared by Fasten & Calvin, a Toronto law firm. It has been adapted and summarized for use in this document. It should not be construed as an exhaustive statement on this important subject.

Trustee or fiduciary:

A trustee is a fiduciary. In other words, he/she holds a position of trust and must act honestly, in good faith and in the best interests of the organization. A trustee has an obligation of loyalty and a duty to uphold the integrity of the organization.

Skills and diligence required:

A trustee must exercise the degree of skill and diligence that can reasonably be expected from someone of his/her knowledge and experience. This is a subjective test. In addition, conduct may be measured by a more objective test of what a reasonable and prudent person would do in managing his/her affairs.

Duty of care:

A trustee has a duty to be informed about the state of the business and affairs of the organization. A trustee has a responsibility to make sure that the organization is properly managed and that its property and assets are suitably cared for.

Personal interests must not conflict:

A trustee must not let personal interests or the interest of some third party conflict with those of the organization. If a conflict arises, a trustee is forbidden from exploiting a trustee position and must account to the organization for all profits realized as a result of such conflict.

Must retain confidentiality:

Trustees are not permitted, either during or after the term of office as trustee, to use for their own purpose any confidential information given in their capacity as trustee.

Conduct must not be self-serving:

A trustee must not allow the conduct of trusteeship duties to serve personal ends even though a trustee honestly believes that his/her conduct is in the best interests of the organization. Any corporate opportunities that come to the trustee by virtue of the office must not be exploited and the trustee may be liable for any profit thereon.

Cannot contract vote:

A trustee cannot contract, either with another trustee or with a third party, as to how they will vote at a meeting of the Council or its committees. Fiduciary duty is to the organization and not to any group which has appointed or elected the trustee.

Liable for breach of fiduciary duty:

A trustee is liable for any loss sustained by the organization arising from a breach of fiduciary duty or negligence in the performance of duty. However, a trustee is liable only for his/her own acts and omissions and is not liable for a breach committed by another trustee, unless he/she concurs or acquiesces in a breach committed by the other trustee.

1.2 President

Purpose:

The President is responsible for ensuring that National Council exercises its governance of the League appropriately and effectively. In doing so, the President communicates with the Executive Director (as the link with staff), with Council members and with League members.

Term and selection:

The President is elected by the League membership at the Annual General Meeting. The president will serve for a maximum of two one-year terms. A two-year commitment to the office is desirable but not necessary.

Procedures:

The President assures the integrity of the Board process and ensures that:

- Conduct of National Council members is consistent with the policies of the organization and other rules established by the National council, including conflict of interest guidelines. (See Section 4.2)
- National Council meeting discussion is limited to those items which clearly fall within the Council's responsibility area; and
- National Council deliberation is fair, open and thorough, but also efficient, timely, orderly and kept to the point.
- In consultation with the Executive Directors, appropriate agenda items are brought to the attention of Council.

The President is empowered to chair meetings of National Council and general meetings of the membership, with all the commonly accepted authority of that position (e.g., ruling, recognizing).

- The President also chairs the advisory committee. (See Advisory Committee Roles and Responsibilities.)

The President may represent the National Council to outside parties by:

- Announcing National Council positions and in stating President decisions and interpretations within the area delegated for him or her.
- Representing the League in meetings with funders, government agencies or on formal occasions.

The president may delegate these functions, but remains accountable for them.

The president supports open communication within the League, by:

- Maintaining regular communication with the Executive Director.
- Submitting reports to newsletter and the Annual General Meeting.
- Bringing issues to the attention of the Advisory Committee or National Council.

1.3 Advisory Committee

Purpose:

- To provide advice and support to the President and the Executive Director.
- To assist in monitoring the League's financial position.
- To provide personnel management of the Executive Director, within the employment framework approved by National Council.

- To make decisions on exceptional or pressing matters in areas where policy has been established. The advisory committee does not, by itself, make policy decisions or establish any policy without approval of the National Council. Decisions on urgent or pressing matters made by the Advisory Committee do not set policy or precedent until endorsed by council as a whole.
- To act as an appeal committee regarding appeals to decisions by the membership committee.

Structure / Membership:

The Advisory Committee consists of the President, Vice President, Treasurer and the Past-President. The Executive Director is an ex-officio member.

Meetings:

As required, at the call of the President.

Procedures:

The Advisory Committee will:

- Consult with the Executive Director on a regular basis
- Manage its personnel function by:
 - setting performance objectives for the Executive Director on an annual basis;
 - reviewing the Executive Director's performance for the previous year;
 - reviewing/revising the Executive Director's job description when required;
 - finalizing salary and contract arrangements with the Executive Director;
 - carrying out succession planning.
- Report on its business to National Council. This will normally be through ad-hoc e-mail reports, but Council may request formal reports at its meetings.
- Carry out its business by e-mail and/or teleconferences. Decisions will normally be made by way of consensus, but specific issues may be voted on
- Review the committee's activities and terms of reference annually
- Carry out other duties assigned by the National Council.
- (In the capacity of membership appeal committee) -- Review books by poets who wish to appeal the membership committee's decision to reject their application for membership, and vote to uphold or overturn the committee's decision. The vice-president, who chairs the membership committee, also votes on an appeal.

1.4 Vice-President

Purpose:

The vice-president chairs the League's membership committee and ensures that decisions of the committee are consistent with League by-laws and policy.

The vice-president is also a participant on the Advisory Committee (See section 1.3) and may fill in for the president if required.

Term and selection:

The Vice-president is elected by the League membership at the Annual General Meeting. The vice-president will serve for a maximum of two one-year terms. A commitment to stand for President after a term as vice-president is desirable but not necessary.

Procedures:

As chair of the Membership Committee (See section 2.1), the vice-president:

- Consults with office staff on administration related to the committee's work in processing applications for membership.
- Initiates and chairs discussion of applications for full membership (See section 2.1.)
- Reviews and decides on applications for associate membership.
- Initiates reviews by the committee of its guidelines and procedures, as required.
- Provides liaison between the committee and National Council.
- Participates in discussions by the Advisory Committee when a decision of the committee is appealed.

- Helps new members feel welcome to the League by:
 - Communicating with them on their acceptance (by mail or e-mail), and cc'ing the appropriate regional rep.
 - Co-ordinating and hosting the new members' reading at the annual general meeting.
- Encourages membership growth by:
 - Encouraging applications from potential members.
 - Actively inviting poets who are clearly eligible for membership to join (such as award winners), without going through the process of submitting an application. In such cases, the vice president will notify the advisory committee of proposed invitees.
- Submits written reports for the newsletter and for the Annual General Meeting.

1.5 Treasurer

Purpose:

The treasurer main role is liaison between the executive director and National Council with respect to the League's finances. The treasurer monitors cash flow, income and expenditure and the annual budget on behalf of Council, and flags financial concerns as they arise. The treasurer is also a member of the Advisory Committee. (See section 1.3)

Term and selection:

The Treasurer is elected by the League membership at the Annual General Meeting, and must be a full member within reasonable travelling distance of the League office to facilitate face-to-face meetings. The Treasurer will serve for a maximum of two one-year terms.

Procedures:

- The incoming Treasurer meets with the Executive Director, to be briefed on the League's financial procedures and status.
- The Treasurer meets regularly with the Executive Director or designated staff to review the League's financial situation, including cash flow, revenues and expenditures in relation to the approved budget for that year.
- The Treasurer reviews key financial documents prepared by the Executive Director, prior to their presentation to council as a whole. These include:
 - Annual Budget
 - Audited statements
 - Interim financial reports
- The Treasurer has complete access to the League's financial records, and may meet with the bookkeeper or auditor when desired.
- The Treasurer acts as one of the signing officers for cheques, and ensures that documentation of expenditures is consistent with League policy (See section 3.1.1)
- The Treasurer communicates with Council and the membership through:
 - A written report to the annual general meeting.
 - Reports to national council at meetings/teleconferences
 - Raising concerns and discussing them with the Advisory Committee and National Council if necessary
- The Treasurer participates in e-mail discussions/teleconferences with the Advisory committee as required. (See Section 1.3)

1.6 Regional Representatives

Purpose:

Regional representatives facilitate communication between members in their regions and the Executive Council, the League office, and the various standing committees of the League. They attempt to increase the League's presence and create a sense of community among members in their region. They contribute to the League's fundraising by organizing an annual reading in their area.

Term and selection:

Regional Representatives must live in the region, they must be full members of the League in good standing, and they must be aware of the variety of poetry written in and outside their regions. They must commit carrying out the

responsibilities listed below and to promote League goals and objectives. Nine Regional Representatives are elected by the AGM for a one-year term for each of the following regions:

- British Columbia/Yukon
- Alberta/NWT
- Saskatchewan
- Manitoba
- Ontario
- Toronto
- Quebec/Nunavut
- New Brunswick/PEI
- Nova Scotia/Newfoundland

Regional representatives are eligible for re-election. Typically, they may serve for two one-year terms.

General procedures:

- Regional reps will endeavour to increase the membership of the League by: seeking new members in their regions and inviting them to join the League; welcoming new members, and inviting at least one new member to read at the (W)rites of Spring benefit.
- Reps organize an annual (W)rites of Spring fundraiser in their region. (See detailed procedures, below)
- Reps may raise the League's profile in a variety of ways:
 - Promote League projects, contests, awards, and publications;
 - Promote poetry readings, workshops, and publications in their regions.
 - Regional representatives are encouraged to develop creative programmes and projects on behalf of the League and its membership, as long as they are approved by the Advisory Committee or the LCP Council. This includes new projects involving special budgets, special grant applications, or policy decisions.
 - Advise the Readings Administrator on the opening of new venues for readings in their regions.
- Reps facilitate communication with members by:
 - Staying in touch with members throughout their region. Reps do their best to overcome geographical distance by using tools such as e-mail.
 - Directing members' complaints to appropriate League personnel or committee, or raising them at Council meetings; handling complaints as directed by the Advisory Committee or the LCP Council.
 - Communicating important information regarding reading programs, contest deadlines, League projects and initiatives to region members as needed.
- Reps are encouraged to be creative in their role. However, plans for events, special grant applications, budgets and policy decisions must be approved by the Advisory Committee or the League Council before reps make any commitments on behalf of the League.
- Reps familiarize themselves with the fundraising initiatives of the League and, where possible, work to develop and extend these initiatives.
- Reps write two annual reports—for the Newsletter and twice annual Council meetings—on the members' activities in their regions and other relevant issues.
- Regional Representatives will participate actively in the LCP Council meetings, and agree to:
 - Share responsibility for business that affects the League as a whole, and carry out League business that affects their regions.
 - Attend up to two Council meetings per year and participate as necessary in telephone conferences.
 - Comply with the League's financial policies. (See Section 3.4)

Detailed procedures – (W)rites of Spring:

In organizing the annual (W)rites of Spring fundraiser, the Regional Representatives will:

- Familiarize him/herself with guidelines for organizing this event, available from the League office.
- Submit a proposal to Council by January 31, outlining plans for the event.
- Access a \$200 organizing budget for this event (\$50 of which is available as an advance). The Regional Representative will submit all receipts to account for this budget to the League office. If receipts are not available, a detailed invoice must be submitted to the League office. To receive the \$50 advance, an invoice specifying the purpose of the expense should be sent to the League office.

- Write a detailed report on the event and submit it by May 1 for publication in the summer newsletter.

1.7 Past President

Purpose:

The past president acts as a resource to provide continuity and background for the incoming president and advisory committee. By chairing the nominating committee, the past president sees that a slate of strong candidates for Council is available for members to vote on at the annual general meeting.

Term and selection:

The Past President automatically serves in this role after finishing his or her term as President. If the immediate Past President is unable to do so, National Council may appoint an individual who has previously served as president to fill the role.

Procedures:

- The past president is available to brief the incoming president, advisory committee and council on issues and processes.
- The past president participates as a member of the advisory committee.
- The past president chairs the nominating committee.
- The past president works with the Executive Director to bring forward any necessary changes to by-laws for approval by National Council and voting by the membership at the AGM.

1.8 Executive Director

Purpose:

- To implement the strategic goals and objectives of the organization.
- With the President, enable the LCP Council to fulfil its governance function
- To give direction and leadership toward the achievement of the organization's mission and strategic plan.

Term and selection:

The executive director is employed by the League, and responsible to the president and National Council.

Procedures:

LCP Council Administration and Support

- Supports operations and administration of LCP Council by advising and informing Council members, and interfacing between Council and staff.
- Ensures that minutes of Council and member meetings are kept.

Program, Product and Service Delivery

- Oversees design, marketing, promotion, delivery and quality of programs, products and services.

Financial, Tax, Risk and Facilities Management

- Recommends yearly budget for Council approval
- Prudently manages League's resources within those budget guidelines according to current laws and regulations.
- Oversees the day-to-day financial management of the League and ensures financial records are kept and available for review.
- Co-ordinates annual financial report and audit, for review with treasurer/Council.

Human Resource Management

- Effectively manages the human resources of the League according to authorized personnel policies and procedures that fully conform to current laws and regulations.
- Hires, trains, supervises and evaluates the staff.

Community and Public Relations

- Assures the League and its mission, programs, products and services are consistently presented in strong, positive image to relevant stakeholders: members, granting agencies, public and media.

Fundraising

- Oversees fundraising planning and implementation, including identifying resource requirements, researching funding sources, establishing strategies to approach funders, submitting proposals and administrating fundraising records and documentation.
- Oversees preparation and management of grant applications to funding bodies, including Canada Council and other federal, provincial and civic departments.

2.0 Committee Terms of Reference

2.1 Membership Committee

Purpose:

Under the League's bylaws, all applications for full membership are reviewed by a three-person membership committee. This peer-review process has been used throughout the League's history, since the bylaws have always allowed self-published poets to be considered for full membership. This recognizes the difficulties of publishing poetry through established publishing houses and the fact that many accomplished poets have published their work in this manner. Peer review also recognizes that, over recent years, the League's by-laws have changed to make room for performance poets and others publishing in new media besides the traditional print publication.

The membership committee ensures that all applications for full membership are assessed fairly and as objectively as possible, so that the League's professional membership continues to grow and develop.

Term and Selection:

The committee is made up of three full members, one of whom is the Vice President. Members are elected at the AGM. Membership changes each year, although any one member can serve up to two years on the committee.

Meetings:

Committee work will normally be done by teleconference and e-mail. Teleconferences are scheduled by the chair as needed.

General procedures:

The membership committee receives and considers application packages forwarded by the League office. Discussions are normally carried out by e-mail, or possibly phone.

Applications are considered within a maximum of 30 days of being received by the committee. However, the committee will endeavour to review applications within a week if possible.

The League's by-laws do not specify criteria for acceptance, beyond a specific minimum quantity of work that, in the membership committee's view is "of sufficient poetic achievement." (See LCP by-law, Article 2.) No one factor defines poetic achievement, although significant factors include:

- *mastery of formal craft* – i.e., rhythm, sound, the transformation of language that is necessary to go beyond a simple 'prosaic' transfer of information.
- *inventiveness* – willingness to 'make it new'
- *consistency* – one good line or even one good poem in a book or CD is not enough
- *ability to engage an audience* – This can refer to a very small group or to a broad public.
- *quantity* – To comply with the bylaw, the poet must submit a published book of at least 48 pages or two chapbooks (or the equivalent in CD or web publication.) Note that the committee can consider applications without the printed books being available. This has happened when (a) a book is not yet published, but is scheduled for release within the next few months, or (b) when a book has already been published but is now out of print. In this case, the committee can review photocopies or proofs.
- *other publication* – evidence of commitment to the craft and awareness of the traditions of poetry

Factors that are *not* considered include:

- subject matter;
- poetic approach (e.g. traditional, avant-garde, prose poem etc.);
- publication media (performance, traditional print, spoken word);
- geographical location of writer
- gender, race or religion
- who publishes the work

The committee also takes into account the following general criteria which relate more to the League as a whole than to specific applications:

- Consistency with previous decisions. Even though the committee membership will change, there shouldn't be wild swings in approach from year to year.
- Professional credibility: We want to admit as many new members to the League as possible, while maintaining professional credibility of the organization.

If the committee receives an application from a poet working in an area in which none of its members have expertise – such as poetry in another language – the chair will consult with the advisory committee and endeavour to find poets with relevant expertise to help assess the applicant's work. For applications from performance poets, the committee consults with an advisory group of poets recognized in this field.

Finally, the League by-laws also allow any two full members to endorse an application for full membership, even if the candidate has not met the requirement of publishing a full book. The membership committee is still responsible for assessing such an application and deciding whether it should be accepted.

Detailed procedures for processing membership applications

Full members:

The committee processes applications for full membership according to the following procedures:

1. Applications from prospective members are submitted to the League office. Applicants submit four copies of their books, the application form and a biography.
2. Every couple of weeks, office staff forward a set of recent applications (two or three at a time) to each member of the committee. This package includes an evaluation form for each application.
3. Committee members are asked to review the applications within a week if possible.
4. Committee members send their comments via e-mail to the chair. If there is debate over a particular application, this is carried out via e-mail in an effort to reach consensus. If consensus is not reached, a majority decision carries the day.
5. The chair notifies the office of the committee's decisions as they are made.
 - If the decision is "yes", office staff send a standard acceptance letter over the Executive Director's signature.
 - If the decision is 'no,' the membership chair customizes a standard rejection letter to reflect the committee's decision. (I.e., if the committee may wish to encourage a writer with some promise, or suggest associate membership.)
6. Office staff send out the membership package and looks after entering the new member on the League's data base, notifying the appropriate regional rep, etc.
7. In cases of rejection, committee members fill out the evaluation form and send it to the chair, showing reasons for the committee member's decision. Committee members retain the books by rejected applicant, in case they are needed for an appeal.
8. The chair collates the evaluation forms and sends them to the office.

Associate members:

1. Applications for associate membership are submitted to the office and processed in a similar manner as applications for full membership. However, applications are sent only to the committee chair for review, not the full committee.

2. The chair assesses whether the candidate has appropriate evidence of publication, but does not review the poems themselves for quality. In considering “appropriate evidence of publication, the following general guidelines apply:
 - Any publication media is acceptable (electronic, print or performance)
 - There must be at least a couple of acceptances by media that have an independent editorial review.
 - “National Library of Poetry” and similar vanity credits are not acceptable.
 - The chair notifies the office of the decision.
3. The office sends standard acceptance letters, similar to the process for notifying full members of acceptance. As well, the chair may customize a rejection letter.

Student members:

Applications from student members are handled entirely by the office.

Rejoining:

Members may rejoin the League at any time without going through the membership review process.

Appeals:

- Applicants may appeal a rejection.
- In an appeal, copies of the rejected work are forwarded to the members of the League’s Advisory Committee. The advisory votes on whether to uphold the membership committee’s decision or overturn it. (See section 1.3)
- The membership chair drafts a letter outlining the appeal decision. This is circulated to the advisory committee for review before being sent, and is signed by the executive director.

New members’ reading:

New full members are entitled to take part in the new members’ reading at the next AGM following their acceptance. If a member isn’t able to attend the next AGM, they may read at the subsequent year’s event.

Associate members are not automatically eligible to participate, although the membership chair can invite new associate members to read briefly if the program allows.

The chair of the membership committee and the office staff are jointly responsible for co-ordinating the reading:

- Office staff schedule when and where the reading takes place, in conjunction with the AGM committee and advisory.
- The membership chair contacts new members to find out whether they will be reading and let them know how long they have. (The time slot for each reader varies every year, depending on the length of time available for the event and the number of eligible readers who want to participate.)
- The membership chair either acts as emcee for the event or designates someone else for the task.

2.2 Education Committee

Purpose:

The committee exists to support the League’s mission statement: “to facilitate the teaching of Canadian poetry at all levels of education.”

Under this general heading, the committee will support youth-related programs of the League such as the Poetic Licence Contest, the Poetry in the Schools reading program and the youth web site. The committee is a resource to the Youth committee and works with regional reps in support of education-related initiatives in various provinces. The committee can also choose to work on initiatives celebrating poetic literacy.

Membership and structure:

The chair of the Education Committee is elected at the AGM, and may serve for two consecutive one-year terms.

The committee will appoint at least two other members. Committee members do not have to be League members, and individuals with backgrounds in education or ties to the educational community would be particularly welcome.

The committee reports to National Council through the chair, who may be invited to participate in Council meetings/teleconferences from time to time as appropriate. Committee reports will also appear in the newsletter at least once a year.

Meetings:

Committee work will normally be done by teleconference and e-mail. Meetings are scheduled by the chair on an as-needed basis. The committee will meet at least twice annually.

Procedures:

Each year the committee will plan and implement activities that are timely and appropriate, such as:

- Identifying and approaching education stakeholders such as teachers, school trustees, and other non profit groups with similar concerns, (i.e. the School Library Association) to find common ground in promoting and supporting the use of poetry at all levels of education.
- Identifying and encouraging teachers with a particular love of poetry.
- Helping to promote the League's youth programs.
- Participating (through the Committee Chair) in the Youth Committee, working closely with our Marketing Co-ordinator to insure that ideas and feedback from the young who are consumers of and major stakeholders in the educational process are heard and responded to by the League. As part of this, Committee Chair will take part in weekly online meetings hosted by the Marketing Co-ordinator.
- Working with Regional Reps to identify how to serve each individual provincial education system. Reps should bring issues of concern in their particular provinces to the Committee. The Committee Chair should be proactive in urging the reps to get involved in educational issues.
- Supporting the League's advocacy efforts. As a charitable organization, the League is limited in the amount of political lobbying it can do, but the education committee can support the lobbying efforts of others with information and encouragement. Involved, politicized parents can be of tremendous help in pressurizing provincial legislatures to include poetry at all levels of the curriculum.

The committee will report on its business to National Council. This will normally be through ad-hoc e-mail reports, but Council may request formal reports at its meetings

2.3 Nominating Committee

Purpose:

The nominating committee ensures the continued sound governance of the League by identifying strong candidates for various Council positions. The committee also encourages the ongoing involvement of League membership in the League by identifying candidates to chair standing committees and stand for juries.

The nominating committee promotes Council's effectiveness by ensuring that historical context gets passed on and expertise is developed among Council members.

Membership and structure:

The nominating committee is chaired by the past president, and includes the president. The executive director is a member, ex officio. Additional members may be appointed by the Advisory Committee.

Meetings:

The business of the committee will normally be carried out by e-mail, with teleconference scheduled by the chair, as required

Procedures:

The committee begins its work each fall, by determining what positions will be open in the following spring's elections and what skills are needed to complement those already available on Council.

The committee identifies prospective candidates who represent the League's diversity – such as diversity in geographic location, poetic approaches and gender.

The chair works with regional reps to identify candidates to replace them, when their term is complete.

A preliminary slate showing the positions open and candidates already nominated is sent to members with the newsletter in February. Members are invited to nominate themselves or others for any of the positions.

The committee chair submits a final slate in time for inclusion with the AGM package.

Shortly after the AGM, the committee identifies needs for Board orientation and development for the upcoming year.

2.4 Resource Development Committee

Purpose:

The Resource Development committee supports the efforts of League staff to diversify sources of revenue to include a greater number of private individuals, companies and foundations.

Membership and structure:

The chair of the Resource Development Committee is elected at the AGM, and may serve for three consecutive one-year terms.

The committee will appoint at least two other members who do not have to be League members. Individuals with backgrounds in fundraising would be particularly welcome.

The committee reports to National Council through the chair.

Meetings:

Committee work will normally be done by teleconference and e-mail. Meetings are scheduled by the chair on an as-needed basis.

Procedures:

The committee chair will consult with the Executive Director at the beginning of his/her term to establish priorities and an action plan for the year.

The committee will assist the Executive Director in:

- preparing materials for fundraising initiatives
- identifying who should approach prospective funders
- making contact with prospective funders.

The committee works within the framework of the League's fundraising policy. (See section 3.6)

2.5 Mediation Committee

Purpose:

The mediation committee assists members to resolve disputes with publishers.

Membership and structure:

The chair of the Mediation Committee is elected at the AGM, and may serve for two consecutive one-year terms. Additional members may be appointed by the chair.

Meetings:

As required when requests by members are dealt with.

Procedures:

When a complaint is received from a member:

- The chair discusses the grievance with the member to get a clear sense of the source of the problem. Together, the chair and the aggrieved member determine the outcome the member wishes to achieve and a course of action to achieve it.
- The chair documents the discussion and takes necessary action, such as writing a letter to the publisher or person against whom there is a grievance to present the case on behalf of the member. This letter would suggest a course of action, and give a specific deadline for response.
- The chair sends a blind copy of this letter to the member for his/her files.
- If contacted by publishers/individuals against whom a grievance has been filed, the chair listens to their position, documents their side of the argument and puts forward the position of the member. If no contact is received by the deadline, the chair will follow up by phone.
- The chair then contacts the member to present the other side's position and suggestions for resolution.
- If this is acceptable to the member, the chair notifies the other party that the issue can be resolved, and documents all discussions with both parties to keep a clean paper trail.
- If the proposed solution is not acceptable, the mediation chair continues discussions with the member to draw up optional resolutions, and works with both parties until the issue is resolved or must be abandoned.
- The chair notifies the Advisory Committee of the outcome to the grievance, and provides copies of all correspondence to the League office for filing.

2.6 International Affairs Committee

Purpose:

The International Affairs committee supports the League's mission related to raising the international profile of Canadian poetry. It helps members learn about international poetry opportunities and assists National Council in identifying appropriate activities for the League. The mandate of the committee is:

- 1) to take responsibility, with the help of the national office, for a continuing and updated list of international poetry festivals, congresses, reunions, book fairs and poetry exhibits, to which the League would want to send its representatives and material;
- 2) to adopt some form of selection process for international events which was designed to give the League fuller control of its own representation abroad as well as to provide maximum information for the membership regarding such crucial details of international opportunities as deadlines;
- 3) to ensure that the committee include in its membership an overseas rep and an Ottawa rep.

Term and Selection:

The chair of the Mediation Committee is elected at the AGM, and may serve for two consecutive one-year terms. Additional members may be appointed by the chair.

Membership and structure:

The International Affairs Committee consists of a Chair and one to three members (if necessary) selected by the Chair. Members of this Committee should have an interest in, and knowledge of, international poetry and poetics, particularly in countries with which Canada has, or expects to have, an official cultural agreement through its Secretary of State.

Meetings: As required.

Procedures:

to work with the Executive Director, the Advisory Committee, and the Department of Foreign Affairs to arrange international tours and readings for League members.

- to act on the suggestions of the General Membership to generate new projects.
- to build on the work of previous International Affairs Committees to strengthen the League's international projects and broaden the range of the League's contacts with writers, writers' organizations, and cultural agencies abroad.

- to identify 12-15 international events in which the League would like to become involved and make sure that one blanket application is made annually to the Department of Foreign Affairs and other appropriate funding agencies
- make sure that funds are committed to the League 12-18 months in advance
- help strike a selection committee from existing officers, chairs and reps of the League, and work out appropriate selection procedures. The selection committee's mandate would be to choose poets to represent Canadian poetry abroad at various festivals, book fairs, etc.

NOTE: things to consider when considering selection procedures: a) the poet's level of authority to speak for the League abroad; b) the poet's familiarity with the Canadian literary scene; c) the poet's level of recognition within the Canadian literary community, d) the poet's level to maintain an ongoing contact with the international event involved. Ideal representation might include writers who would cover an artistic and regional range, as well as ensuring equal representation of such factors as gender and cultural background. Any given delegation should ideally consist of an appropriate mix of writers at different points in their career - established, mid-, and beginning, and that League membership over a period of time be fully represented.

2.7 Communications committee: *Terms of reference to be developed by new chair.*

2.8 Feminist Caucus

Purpose:

The Feminist Caucus was formed to examine the status of, and opportunities for, women in the field of poetry (in and outside the League), and to work to improve the situation of women writing poetry, by encouraging women who are poets to participate in the League, and by developing structures to effectively recognize and meet their needs. It was started in 1981 by about 20 members of the League and given the status of a committee of the League by the 1982 AGM.

The Feminist Caucus works to ensure that the League By-law and practice eliminate racial and sexual discrimination. They encourage women poets to join the League and to accept positions of responsibility within the organization. They promote the attendance of women at League events by providing services such as daycare for General Meetings (since 1986). They also work to enhance the status of the Pat Lowther Memorial Award; to examine and report on biases outside the League, such as in reviewing of books; and to organize workshops on feminist and other topics for General Meetings.

Membership and structure:

The Feminist caucus coordinator is elected at the Feminist caucus business meeting at the AGM. Anyone interested in working to fulfill the Caucus objectives may participate in the Caucus meetings. Any League member interested in Caucus work may contact the League office or the Feminist Caucus Coordinator

Meetings:

The Feminist Caucus holds its annual meeting during the AGM to review ongoing projects, celebrate the Pat Lowther Award winner, and plan for the following year. During the year, the continuity of the Caucus is monitored and encouraged by a Coordinator elected each year by the AGM. The Coordinator facilitates regional input between AGMs to accomplish Caucus projects and to communicate with the Membership.

Procedures:

The Living Archives Series of the Feminist Caucus documents the presentations of the panels sponsored yearly by the Caucus since its founding, and includes various texts, correspondences, and other works significant to its history and the discussion of women and language in poetry.

The Living Archives Series Coordinator is elected at the annual Feminist Caucus meeting

2.9 Representatives to External Bodies

Purpose:

The League is routinely asked to send representatives to bodies representing various writing-related organizations. These include Access Copyright, the Book and Periodical Council, the BPC Freedom of Information Committee, Public Lending Right (PLR) and the Creators Rights Alliance.

Term and selection:

Representatives to Access Copyright, the Book and Periodical Council, and PLR are elected at the Annual General Meeting.

Representatives to the Creators Rights Alliance (and other organizations as needed) are appointed by National Council.

Meetings:

As set by the organization in question.

Procedures:

- Office staff provide background materials to incoming reps.
- Reps attend meetings of the organization and participate in discussions on behalf of the League.
- The rep flags any issues that arise with the Executive Director and President, and clarifies the League's position on issues if necessary.
- The rep prepares a written report for the Annual General Meeting.

2.10 Award juries

Purpose:

Juries choose recipients of League-sponsored awards, including the annual Lowther and Lampert awards. The F.R. Scott Voice of the Land Lifetime Achievement Award is presented every five years.

Membership and structure:

Juries for the Pat Lowther award and the Gerald Lampert award are elected by the membership at the annual general meeting. Jury for F.R. Scott Voice of the Land Lifetime Achievement Award is elected at the AGM. Each jury consists of three full members. The juror with the highest number of votes in each election is designated chair of the jury.

Juries for other contests, such as the youth poetry competition, are appointed by National Council.

Current members of National Council are not eligible to serve on juries.

Meetings:

Jury discussions are carried out by e-mail, and if necessary, by teleconference. Teleconferences are scheduled by the chair.

Procedures:

- Juries consider all eligible submissions and arrive at a short list of possible winners and an overall winner. In doing so, juries observe the League's conflict of interest policy. (See section 4.2)
- League staff provide administration support for the awards, including:
 - Receiving and shipping entries.
 - Providing jurors with policies, procedures and timelines.
- The jury chair is responsible for:
 - Checking entries for eligibility, and if necessary, consulting with the office about doubtful entries.
 - Co-ordinating discussions among the jury members to ensure a decision is made by the necessary deadline.
 - Notifying the League office as soon as a shortlist/winner have been chosen.
- League staff arrange for publicity of the short list during National Poetry Month.
- League staff arrange for presentation of awards during the AGM.

2.11 AGM committee

This Committee is formed by the Advisory Committee who appoints one of its members to chair it and to compose the committee from members in the area of the site of the next AGM. The committee works closely with the Executive Director to ensure an appropriate environment for all aspects of the AGM.

Role/scope of committee to be determined by Council.

2.12 Constitution Committee

Purpose:

The committee is responsible for incorporating changes to the By-law made at the previous AGM

Membership and structure:

The nominating committee is chaired by the past president, and includes the president. The executive director is a member, ex officio. Additional members may be appointed by the Advisory Committee.

Members serving on the Constitution Committee must be familiar with the League's Constitution and with Robert's Rules of Order. Familiarity with constitutions of similar types of organizations, and with organizational behaviour in general, is also helpful. A knowledge of legal procedures is an asset.

Committee members should have a working knowledge of the League's organizational functioning, particularly regarding membership, appeals, and the operation and mandate of committees.

Meetings: As required.

Procedures:

The committee will review the By-law annually, solicit and consider revisions to the By-law. It will give written notice, 60 days before a Special or Annual General Meeting, of motions that involve changes to the By-law. This written notice provides each member with a copy of proposed amendments, a form for proxy vote, and the notice calling the meeting at which the motion will be considered.

2.13 Freedom of Expression Committee

Purpose:

The committee monitors and responds to any circumstance which it feels threatens or inhibits a writer's or a group of writers' freedom of expression; it shall speak out on behalf of any writer it feels has been denied or is being denied freedom of expression.

Membership and structure:

The chair of the Freedom of Expression Committee is elected at the AGM, and may serve for two consecutive one-year terms. Additional members may be appointed by the chair.

Meetings:

The Chair will attend meetings of the Freedom of Expression committee of the Book and Periodical Council.

Procedures:

In crucial international matters of censorship and the writer's freedom of expression, it will consult P.E.N. International and any other appropriate human rights organizations before taking any course of protest or action.

The Freedom of Expression Committee investigates on its own or in association with organizations promoting freedom of expression, such as the Book and Periodical Council, to investigate forms and instances of prejudice or discrimination against, or censorship of, any person or group of persons because of race, sex, religion, politics, or other grounds.

In specific cases, its work can overlap with that of the Mediation Committee or the Feminist Caucus, in which case the committees work together. The Freedom of Expression Committee's mandate goes beyond dealing with "professional difficulty" to speak out on all areas where the course of events indicates discrimination or suppression of freedom of speech.

The chair will assist the Book and Periodical Council with the annual Freedom to Read Week and will address all queries, concerns, and recommendations to the LCP Council, and will report to the AGM.

3.0 Financial Policies

3.1 Budgeting

The League of Canadian Poets believes effective management of the League's financial health requires preparation of a realistic budget; and monitoring of revenues and expenses within the framework it provides.

TO WHOM DOES IT APPLY?

Executive Director

National Council

Treasurer

WHO DOES WHAT?

The National Council approves the annual budget, the revised working budget and any major expenditures not explicitly identified in the annual budget.

1. National Council, through the Treasurer, presents the budget for the upcoming to the membership for information at the Annual General Meeting.
2. The Executive Director is responsible for and is authorized to manage the League's financial affairs in accordance with the budget and the policies established by the National Council.
3. The Executive Director will ensure that expenditures in any fiscal year do not exceed the revenues that are conservatively projected to be received in that period.
4. The Executive Director will notify National Council promptly if anticipated revenues fail to come in during the year, so that Council and the Executive Director can promptly take action to reduce expenditure and avoid a deficit in that year.
5. The Executive Director will budget for sufficient financial resources per annum for National Council prerogatives, such as the cost of a fiscal audit, National Council development, and Council and committee meetings.

3.2 Asset Protection

The League will assure that its assets are protected and adequately maintained. Assets will not be unnecessarily risked.

TO WHOM DOES IT APPLY?

Executive Director

National Council

Signing officers

WHO DOES WHAT?

The Executive Director will:

1. Ensure that purchases, capital assets and commitments of the organization are within budget amounts.

2. Exercise prudence to prevent conflict of interest relating to expenditures, benefits, and programs provided by the League.
 3. Obtain comparative prices for expenditure over \$5000.
 4. Obtain Council approval for any purchase or expenditure over \$5000.
 5. Ensure controls in relation to the receipt, processing, and disbursement of funds
- Signing officers will ensure that appropriate documentation for expenditures is available before signing cheques.
 - Cheques must have two signatures, including one staff representative and one Council representative.
 - The executive director (for staff) and the Treasurer (for Council) will have signing authority.
 - Each year, Council may authorize that a second staff member has signing authority.
 - Each year, Council may authorize that a second member of council has signing authority.

EXCEPTIONS

- Expenditures specifically approved in the budget do not need to be approved again.

3.3 Management of annual deficits/surpluses

Date Adopted:

The Executive Director and Council will protect the League's financial position by dealing prudently with any annual surpluses and by ensuring that accumulated debt does not encumber the organization.

TO WHOM DOES IT APPLY?

National Council
Executive Director

WHO DOES WHAT?

- The Executive Director will budget and manage finances so that the League completely eliminates its current accumulated debt by the end of the fiscal year, 2005.
- The Executive Director will review the proposed allocation of any annual surplus with the Advisory Committee.
- National Council will make building the League's endowment fund a priority. As a target, in years where there is a financial surplus, the League should put 20% of the surplus in the endowment fund.
- National Council will not approve any annual budget that will result in a deficit for the year that exceeds the revenue generated by the endowment fund.

EXCEPTIONS

- National Council may approve a larger deficit budget in one year for special reasons, provided the deficit does not put the League's cash flow and longer-term financial health at risk.

3.4 Reimbursement of Council expenses

Date Adopted:

The League will cover travel costs to enable Council Members to attend Council meetings.

TO WHOM DOES IT APPLY?

National Council; Executive Director

WHO DOES WHAT?

The League will cover the following costs of attending the Annual General Meeting or in-person Council meetings:

- Travel to the meeting location, by economy airfare, bus or rail. The League will pay mileage of 22¢ to Council members who use their own cars, provided the total does not exceed rail or economy air fare.
- Accommodation for nights required to attend Council meetings.
- Accommodation to attend the AGM.

- A per-diem of \$35 for meals and other expenses. If the League provides catering, the per-diem amount is reduced by the following amounts for each meal provided:
 - Breakfast: \$7
 - Lunch: \$10
 - Dinner: \$18

Council members will provide original receipts for hotels, transportation, taxi fares and parking.

Council members will confirm attendance at meetings 30 days in advance, to enable the office to obtain the cheapest airfare.

EXCEPTIONS

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FORMS

- Travel Expense Claim Form

3.5 Payment of membership fees

Date Adopted:

The League is fair and well-organized about collecting annual membership dues, while recognizing that many members have financial constraints.

TO WHOM DOES IT APPLY?

Full members; associate members; student members; League staff; National Council

WHO DOES WHAT?

- Annual members fees are due at the beginning of each fiscal year (i.e., April 1)
- League staff ensure that membership dues notices are sent out and keep careful records about which members are in good standing.
- League staff send two reminder notices to members who have not paid their dues. The first is sent 30 days after the first notice. The second reminder is sent 30 days later.
- Members who do not pay their dues by 90 days after the second reminder is mailed are presumed to have resigned.
- When a member is in arrears, the League staff may deduct membership fees from money owed to the member for reading fees generated through League-sponsored programs.
- No fees will be refunded if a member resigns from the League. Full members who request suspension of membership will be granted automatic reinstatement on their request.

EXCEPTIONS

Members may ask for their fees to be waived, deferred or broken into smaller payments:

- A fee waiver allows the member to use all programmes, services and benefits of the League without paying fees. To receive a waiver, the member must write to the Treasurer outlining the reason for the request. Fees cannot be waived for two successive years for the same member.
- A fee deferral allows the full member to defer paying fees until he or she receives money from reading fees administered by the League, while continuing to receive services. A member may request a fee deferral from the League office. Members may not have a deferral for a second year.
- Members who wish to break their fees in smaller payments over the year must write to the Treasurer, outlining their reasons for the request.

FORMS

Membership invoice

3.5 Fundraising

Date Adopted:

Note: based on policy adopted at AGM, 1999

The League constantly seeks to broaden its funding base, but is aware some prospective funders may not be acceptable to the broad membership for ethical reasons.

TO WHOM DOES IT APPLY?

National Council; Executive Director; Resource Development Committee

WHO DOES WHAT?

The League of Canadian Poets will cast a wide net in its fundraising outreach, with the objective of developing partnerships to facilitate the promotion of poetry, reserving the right to refuse funding from organizations that are not compatible with the League's mandate.

- The Executive Director and/or Resource Committee chair will review prospective donors and sponsors with the president to identify ethical concerns.
- The executive director will review with National Council any prospects where ethical concerns are identified.

EXCEPTIONS

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FORMS

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4.0 Codes of Conduct

4.1 Council members' code of conduct

Date Adopted:

Council members must demonstrate ethical and professional conduct to maintain the confidence of membership and the public.

TO WHOM DOES IT APPLY?

National Council members; committee chairs; official representatives to external bodies.

WHO DOES WHAT?

- Council members are loyal to the League, over and above any:
 - membership/employment in other organizations;
 - personal interest as an individual member of the League.
- Council members are trustees of public confidence and League finances. They must avoid any conflict of interest:
 - There must be no self-dealing or any conduct of private business or personal services between any Council member and the League.
 - Council members must not use their positions to obtain employment within the League for themselves or their family members.
 - If a Council member is considered for employment, he or she must temporarily withdraw from deliberation, voting and access to League information.
- Council members must not exert any individual authority over the League, except as stated in the League's policies.
 - Individual Council members do not have authority to speak on behalf of the League when they interact with staff, the public, the press and other entities unless granted this authority by the whole Council.
- Council members deal with outside entities or individuals, with clients and staff and with each other using fair play, ethics and straightforward communication.
- See also Section 1.1, Legal & Ethical Responsibilities.

EXCEPTIONS

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FORMS

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4.2 Conflict of interest – general

4.3 Conflict of interest – awards

Date Adopted:

Note: based on policy adopted by AGM, 2000

Individuals responsible for selecting the winners of awards, invitations to participate in conferences, international tours or other high-profile events act with integrity in choosing the recipients of these benefits.

TO WHOM DOES IT APPLY?

National Council

Members of award jurors

Committee members involved in selecting recipients of awards

WHO DOES WHAT?

Members of committees and juries shall avoid conflicts of interest during the selection of winning books, award recipients and League representatives for foreign tours. Specifically:

- Members of juries and committees must declare a conflict of interest and withdraw from discussion and voting when considering a book which they themselves or an immediate family member has written, edited, revised, designed or had direct professional involvement with.
- Should such a conflict exist and the jury/committee member not declare it, the advisory committee may require that member to resign from the committee or jury and ask the jury/committee to review its decision.
- Jurors should consider withdrawing in the event of other possible conflict situations such as close personal relationships or student-teacher relationships.
- Members currently serving on National Council are not eligible to be named as representatives for foreign tours or conferences.

EXCEPTIONS

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FORMS

4.4 Equity

Date Adopted:

December 12, 2001.

The League of Canadian Poets believes that poetry and literacy make essential contributions to Canadian life on every level – cultural, social, spiritual and economic. Our mandate is:

- To develop the art of poetry;
- To enhance the status of poets and nurture a diverse professional poetic community;
- To facilitate the teaching of Canadian poetry at all levels of education;
- To enlarge the audience for poetry by encouraging publication, performance and recognition of Canadian poetry nationally and internationally;
- To uphold freedom of expression.

In keeping with this mandate, the League will:

- ensure that diverse communities have equitable access to its services, resources and decision-making.
- be non-discriminatory and promote the goals of anti-racism, access and equity; and
- take reasonable steps to ensure its services, programs and decision-making reflect the community it serves.

The League prohibits discrimination or harassment and protects the right to be free from hate activity based on age, ancestry, citizenship, creed (religion), colour, disability, ethnic origin, family status, gender identity, level of literacy, marital status, place of origin, membership in a union or staff association, political affiliation, race, receipt of public assistance, record of offences, sex, sexual orientation or any other personal characteristic by or within the League of Canadian Poets

TO WHOM DOES IT APPLY?

National Council
Staff
Members

For the purposes of this policy, ‘equity-seeking groups’ include Aboriginal/First Nations people, women, people with disabilities, racial minorities, the socio-economically disadvantaged, lesbian, gay, bisexual, and transgendered persons.

WHO DOES WHAT?

Governance

- The League of Canadian Poets will promote diversity on its decision-making bodies by:
 - Ensuring that the nomination process for national Council is equitable and transparent
 - Ensuring the nomination process is communicated to all members
 - Actively encouraging representatives from equity-seeking groups to participate on National Council, standing committees and ad-hoc task forces.
- The League will create a standing Equity Committee responsible for the following tasks:
 - Identifying and developing relationships with multi-cultural literary communities.
 - Developing a survey, to be distributed through the League to get members opinions and recommendations on this and future anti-racism, access and equity policies .
 - Create from this feedback, a report to be presented to the League Council, President and Executive Director, which outlines future directions for the committee’s efforts.
- In response to the work of the committee, the League will continue to review, refine and augment its by-law and policies to reflect the Equity Policy.

Employment

- The League of Canadian Poets is committed to employing people who understand the importance of Canada’s diverse society and, where practical on a very small staff, represent equity-seeking communities.
- The League is committed to maintaining an environment where all individuals are treated with dignity and respect and are free from all forms of discriminatory treatment, behaviour or practice. Discrimination, harassment, violence, and any other form of discriminatory practices will not be tolerated.
- The League will familiarize employees and members with the Equity Policy.

Services

- The League and its membership is committed to the principle that all of Canada’s poets from diverse cultures must have equal opportunities to develop their potential and practice their art to its fullest extent.
- League services fall into two categories:
 - Services to full members, who are professionally published poets (such as reading programs, inclusion of their publications in marketing materials, etc.)
 - Services to the broader public (such as the youth web site, national poetry month, etc.)
- In neither case will services to any individual be restricted by considerations of race, gender, sexual orientation, creed, colour, political affiliation, cultural background, age, physical or mental limitations, or socio-economic status.
- The League also recognizes that poets from minority group and young writers will make up an increasing proportion of the next generation of poets, and is committed to reaching out to encourage these sectors to participate in our programs. The League will continue its education programs for young Canadians and, through its education and equity committees, seek ways to reach out to poets from diverse cultures.

Training and Education

- The League of Canadian Poets is committed to ensuring that those involved in the delivery of services and programs have the knowledge, understanding and skills to work with and provide services to members of diverse communities, particularly equity-seeking communities.
- If complaints received under the human rights complaint procedure (See section 4.4) indicate that staff training or discipline are needed, the advisory committee will be responsible for working with the Executive Director to identify the necessary actions.

Information and Communications

- The League of Canadian Poets is committed to ensuring that all of its communications, including information on its services and programs, are accessible to diverse communities.
- The League will post its equity policy on its website, which already provides information on programs and services to the public.
- The League will review the financial implications of making its services available in both official languages. As of 2002, the national poetry contest for young people will be available in both English and French.

Definitions

- *Anti-racism:* a set of practices and systems designed to eliminate racism. Racism includes racist ideologies, prejudiced attitudes, discriminatory behaviours, structural arrangements and institutionalized practices resulting in racial inequality as well as the fallacious notion that discriminatory relations between groups are morally and scientifically justifiable.
- *Access:* the ability of or extents to which communities or residents can attain needed services and achieve full participation in the planning, development, administration and delivery of those services. Access includes client access and organizational access.
- *Equity:* practices designed to remove systemic barriers to equality of outcome by identifying and eliminating discriminatory policies and practices.
- *Discrimination:* the act of treating a person unequally by imposing unequal burdens or denying benefits, rather than treating a person fairly on the basis of individual merit. Discrimination is usually based upon personal prejudices and stereotypical assumptions related to at least one of the grounds set out in this Policy. It is not necessary to have an intent to discriminate under the Code. Workplace rules, policies, procedures, requirements, qualifications or factors may not be directly or intentionally discriminatory but may nonetheless have an adverse effect. This may create barriers to achievement and opportunity.
- *Harassment:* a course of conduct of comments or actions that are unwelcome or should be known to be unwelcome. A person has the right to be free of humiliating or annoying behaviour that is based on one or more grounds in the Code.

EXCEPTIONS

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FORMS

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4.5 Human Rights Complaint Procedure

Date Adopted:

December 12, 2001

The League of Canadian Poets believes complaints related to human rights, equity or harassment must be dealt with through a clear, timely process.

TO WHOM DOES IT APPLY?

Staff, National Council, Members

Complainant: the individual alleging the discriminatory treatment or behaviour

Respondent: the individual against whom the allegation of discrimination is made.

Employee: for the purpose of this policy, the term employee includes employees, volunteers, contractors and consultants working with the League

WHO DOES WHAT?

Avenues of Complaint

- Complaints will be dealt with by the Executive Director. Where appropriate, the Executive Director will consult with the President and Advisory Committee.
- All situations in which the Executive Director has been named in a complaint will be dealt with directly by the President in consultation with the Advisory Committee.

Right to Complain

- Individuals have the right to complain about situations they believe to be discriminatory or harassing in nature.
- This policy prohibits reprisals against employees because they have complained or have provided information regarding a complaint. Alleged reprisals are subject to the same complaints procedures and penalties as complaints of discrimination.

Reporting a Complaint

- Although individuals may first choose to make a verbal complaint, a written summary of the incident will be required.
- Complaints should be reported as soon as possible. If the complaint is delayed beyond three months, the complainant should outline the reason for the delay in reporting the incident(s).
- A letter of complaint should contain a brief account of the offensive incident(s), when it occurred, the person(s) involved and the names of witnesses, if any. The letter should be signed and dated by the complainant.

Investigation

- Within three working days of receiving a complaint, the Executive Director and/or President must initiate the investigation process.
- As soon as possible after receiving the complaint, the Executive Director will notify the individual(s) being named in the complaint. All individuals named in the complaint have a right to reply to the allegations against them.
- Individuals named in the complaint as witnesses will be interviewed.

Settlement and Mediation

- With the consent of the complainant and the respondent, the investigator may attempt to mediate a settlement of a complaint at any point prior to or during an investigation.
- Every effort will be made to reach a settlement satisfactory to the complainant and the respondent.

Confidentiality

- All individuals involved with a complaint must ensure the matter remains confidential.
- The investigator will release information only on a need-to-know basis. Whenever possible, investigation reports are presented in a summary format without the names of witnesses.

Findings and Recommendations

- Once the investigation is complete, the investigator will prepare a written report summarizing investigation findings.

Final Decision

- The individual(s) who filed the complaint and those named in the complaint have the right to review and comment on the investigation findings with the Executive Director or the President.

Remedy

- A response to a founded complaint could include remedial action ranging from:
 - requiring the respondent to provide a verbal or written apology;
 - giving a verbal or written reprimand with a copy to the respondent's personnel file;
 - dismissal of the respondent.
- If the findings do not support the complaint, the League of Canadian Poets might:
 - make a recommendation for training or better communications; or
 - recommend that no further action is necessary.
- It may be that no action is taken against the respondent, but there might be a need for some management or systemic activity.
- A person who is found to have made a frivolous or vexatious complaint may be subject to disciplinary action.

Timeframe

- Complaints should be reported within three months of the incident. If the report is made after three months, an explanation of the delay should accompany the complaint.
- Complaints will be dealt with in a timely manner.

Records

- When remedial action requires discipline of an employee, a record of the disciplinary action will be placed on an individual's personnel file. All other records of the investigation will be kept separate and apart from the personnel file.

Ontario Human Rights Commission

- This internal procedure is available to individuals to resolve complaints of discrimination. Parties also have recourse to the Ontario Human Rights Commission, however, once a grievance is filed with OHRC, the internal procedure is not an option.

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- EXCEPTIONS

FORMS

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5.0 Communications policies

5.1 Communication and support to council

Date Adopted:

To fulfil its role in governing the League, National Council depends on the Executive Director to provide information.

TO WHOM DOES IT APPLY?

Executive Director; Council members

WHO DOES WHAT?

The Executive Director shall provide accurate, considered and complete information and advice to the Council in a timely manner. In achieving this goal, the Executive Director will:

- Ensure Council is aware of relevant trends, important external and internal developments, media coverage and changes in assumptions on which previous policy was based.
- Marshal for Council external points of view, issues and opinions as needed for fully informed Board opinion.
- Present information in an understandable and timely manner.
- Facilitate National Council committee communications.
- Deal with Council as a whole, except when fulfilling individual requests for information or responding to committees.

EXCEPTIONS

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FORMS

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5.2 Orientation of Council members

Date Adopted:

New Council members need specific support to enable them to become effective in their role as quickly as possible.

TO WHOM DOES IT APPLY?

Executive Director

Council members
Nominating Committee

WHO DOES WHAT?

The Executive Director ensures that new Council members (including committee chairs and representatives to external bodies) promptly receive an orientation package including:

- The League's by-laws
- Procedures and Policies Handbook
- Up-to-date membership lists
- (For committee chairs/external reps) Appropriate terms of reference for their committee
- (For Council members) The policy manual
- Contact information for Council members
- Minutes of the previous year's meetings
- Other useful information

Council members must read the material provided carefully, and raise any questions with the Executive Director or the Advisory committee. The Nominating Committee identifies needs for orientation & development of Council (See section 2.3)

EXCEPTIONS

FORMS

5.3 Council-staff communications

Date Adopted:

The Executive Director manages staff effectively, within the framework of the League's human resources policy. Council does not undermine this management by inappropriate communications with staff.

TO WHOM DOES IT APPLY?

National Council, Executive Director; office staff.

WHO DOES WHAT?

- Council members may not establish priorities for staff or direct them to set aside other work for that member's priorities.
- The Executive Director communicates regularly with the President, Advisory and National Council to keep them well informed about workload, progress on programs and staff issues.
- Individual staff and Council members may communicate with each other directly when they are working jointly on projects or programs.

EXCEPTIONS

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FORMS

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5.4 Membership communications

Date Adopted:

The League depends on involvement and commitment by its members. Open communications with members helps them understand League policies and programs, and feel valued. The How The League Works: Policies and Procedures Handbook is maintained online at: <http://www.poets.ca/linktext/policies.htm> and a copy will be taken to all annual and special meetings of the membership for reference.

TO WHOM DOES IT APPLY?

Executive director; staff
Council members

WHO DOES WHAT?

The Executive Director ensures that members have ample opportunity to learn about League initiatives, progress, programs, financial status

- The office uses appropriate media from the range available – including traditional newsletters, e-mail, web site information and direct mail when necessary.

Council members support communications to members

- Regional reps reinforce information with members in their areas, through written reports and personal communications.

Staff handle individual interactions with members with respect and tact.

EXCEPTIONS

- Staff are not obliged to submit to harassment or abuse from members or public. They are protected by the League's human resources policy on harassment. Staff may call on the President or Advisory Committee to help deal with difficult situations.

FORMS

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5.5 Review of external materials

Date Adopted:

The League ensures that sensitive material is reviewed by Council before being made public, without creating undue delays in administering the League's business.

TO WHOM DOES IT APPLY?

National Council
Staff

WHO DOES WHAT?

The policy applies to the following kinds of external materials:

Fundraising materials

- The Advisory Committee reviews fundraising materials before production.

News releases

- The President reviews news releases before they are released. The President may delegate this responsibility to another member of the Advisory Committee.

Newsletters, membership publications, web materials

- Staff may have publications of this nature proofed by a representative of Council to ensure accuracy and professionalism. Council appoints one of its members or the Chair of the Communications Committee to do so.
- Staff refer articles or other material that imply a change in League policy to the President before publication.

EXCEPTIONS

- Routine press releases announcing award shortlists do not have to be cleared with the president.

FORMS

6.0 Policies related to League programs

6.1 Reading program:

Reading Program	<i>CANADA POETRY TOURS</i> Canada Council	<i>POETS IN THE SCHOOLS</i> Ontario Arts Council	<i>READINGS IN PUBLIC PLACES</i> Toronto Arts Council	<i>NATIONAL POETRY MONTH</i> Canada Council
Important Deadlines	<p>Spring Season: To apply for readings taking place from April 1 to Sept. 30 the deadline is January 31.</p> <p>Fall Season: To apply for readings taking place from Oct. 1 to March 31 the deadline is July 31.</p> <p><i>* Hosts and poets will receive notification 2 weeks after the deadline.</i></p>	On-going throughout fiscal year	On-going throughout fiscal year.	Varies each year, information will be posted on the website.
Eligibility	<p>Poets: 5 full readings in a two year period.</p> <p>Hosts: 4 full readings per fiscal year.</p> <p>Eligible venues: Public libraries, bookstores, museums, festivals, community centres, and post-secondary institutions.</p> <p><i>* If a poet is doing a book tour, they may contact the office to request 3 readings be put aside for their tour. Please note: the League must receive the applications by December 15 or they will be redistributed among the previously received applications.</i></p>	<p>A limit of 10 full visits per poet.</p> <p>Only elementary and secondary schools are eligible.</p>	<p>A limit of 4 readings per fiscal year per poet. A limit of 5 readings per host/venue.</p> <p>Eligible venues include: public libraries, bookstores, museums, festivals, community centers, and postsecondary institutions. Elementary and secondary schools are NOT eligible.</p>	Varies each year, information will be posted on the website.
Reading Fees Paid	Poets are paid \$125 for a half reading (15 minutes or less), and \$250 per full reading (30 minutes or longer).	The standard fee is \$200 per half day (two 45 minute sessions) and \$300 per full day (four 45 minute sessions) and is shared by the League and the school. The school's portion is paid directly to the	Poets are paid \$100 per reading.	The reading fee is \$125 per half reading.

THE LEAGUE OF CANADIAN POETS.
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		<p>poet on the day of the visit. Some poets charge a higher rate, the information is available on the website.</p> <p><i>Please note: the League's staff cannot make recommendations of poets.</i></p>		
Travel Fees Paid	<p>Poets are paid up to \$150 for travel per half reading, and up to \$300 per full reading.</p> <p><i>*Original travel receipts <u>must</u> be attached to your invoice. Travel fee claims without proof of purchase will not be honoured. Mileage calculations do not require an original receipt (Calculate at 32¢ cents/km)</i></p> <p>Please note: accommodation and meals are NOT covered by this program. Please ensure arrangements are made prior to your reading.</p>	<p>Travel, accommodation and meals are paid by the League directly to the poet with the assistance of the Ontario Arts Council.</p> <p><i>*Original travel receipts <u>must</u> be attached to your invoice. Travel fee claims without proof of purchase will not be honoured. Mileage calculations do not require an original receipt (Calculate at 32¢ cents/km)</i></p>	N/A	N/A
To Request a Poet	<p>The host and poet must arrange the details of the visit before applying to the League for funding.</p> <p>Please contact poet to confirm availability and request permission to apply for reading fees on their behalf.</p>	<p>The teachers must view the list of participating poets (click here to see the list), and choose a poet who seems suitable for their students. Once they have contacted the poet and arranged the visit, please fill out the application form and fax or mail it to the League's office. You will receive a notification or confirmation after the application has been received.</p> <p>Please contact poet to confirm availability and request permission to apply for reading fees on their behalf.</p>	<p>The hosts and poets must arrange the reading before applying to the League for funding.</p> <p>Please contact poet to confirm availability and request permission to apply for reading fees on their behalf.</p>	<p>Varies each year, information will be posted on the website.</p> <p>Please contact poet to confirm availability and request permission to apply for reading fees on their behalf.</p>
Allocation of the readings	<p>Readings are distributed based on:</p> <ul style="list-style-type: none"> • First come, first serve • Poet's individual limit • Host's limit 	<p>Readings are distributed based on funding availability.</p>	<p>Readings are distributed based on funding availability.</p>	<p>National Poetry Month Committee decides on the funding for readings across Canada during April.</p>

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	<ul style="list-style-type: none"> • Minimum allotment of 8 readings per province • Past track record of host (please see the disclaimer for further details). <p><i>Please note: Cancelled readings are redistributed among the previously received applications. Hosts and poets cannot 'hold' readings after a cancellation.</i></p>			
Payment/ Invoice Information (for poets)	Cheques are issued directly to the poet after the League receives the signed invoice and all original travel receipts.	Cheques are issued directly to the poet after the League receives the signed invoice and all original travel receipts.	Cheques are issued directly to the poet once the League receives the signed invoice.	Cheques are issued directly to the poet once the League receives the signed invoice.
Application Form	<p>Click here for application: http://www.poets.ca/linktext/programs/ccappl.pdf (pdf).</p> <p><i>Please note: The form must be printed out, filled in completely and mailed or faxed to the League office. Incomplete applications will not be considered for funding.</i></p>	<p>Click here for application: http://www.poets.ca/linktext/programs/pitsappl.pdf (pdf).</p> <p><i>Please note: The form must be printed out, filled in completely and mailed or faxed to the League office. Incomplete applications will not be considered for funding.</i></p>	<p>Click here for application: http://www.poets.ca/linktext/programs/tacappl.pdf (pdf).</p> <p><i>Please note: The form must be printed out, filled in completely and mailed or faxed to the League office. Incomplete applications will not be considered for funding.</i></p>	<p>Click here for info: http://www.poets.ca/linktext/npm/npmfund.htm</p> <p><i>Please note: The form must be printed out, filled in completely and mailed or faxed to the League office. Incomplete applications will not be considered for funding.</i></p>
Funder's Logos	Please click here for logos: http://www.poets.ca/linktext/logos.htm	Please click here for logos: http://www.poets.ca/linktext/logos.htm	Please click here for logos: http://www.poets.ca/linktext/logos.htm	Please click here for logos: http://www.poets.ca/linktext/logos.htm
Complete Guidelines	For complete guidelines: http://poets.ca/linktext/programs/toursguide.htm .	For complete guidelines: http://poets.ca/linktext/programs/schoolsguide.htm	For complete guidelines: http://poets.ca/linktext/programs/publicguide.htm	For complete guidelines: http://www.poets.ca/linktext/npm/npmfund.htm

Canada Poetry Tours

Information for Poets

- Decide on the province or provinces that you wish to tour in.
- Decide on how long the tour will be, for example, how many individual readings you will do?
- Research other granting agencies which provide reading funding, for example, the Canada Council and The Writers' Union of Canada.
- Find host venues in the provinces that you wish to tour in
- Create a brief promotional package that outlines the book(s) that you will be promoting and mentions the possible dates of your tour. Also include a brief bio and bibliography and perhaps even some samples of your work.
- Email or mail the packages to your prospective host venues.
- Follow-up.

- Instruct the host to fill out the applications for funding and direct them to the League's Web site www.poets.ca. Be sure to tell them about the deadlines!
- Make sure to inform the host of the League's limit of 4 full readings per host venue.
- If you are planning a tour, your host may book one reading for you, and you may reserve two additional unconfirmed readings. Unconfirmed readings must be confirmed and booked properly by a reading host at least 30 days before the actual reading date.
- Applications are processed twice a year: the first week of February and the first week of August. Confirmations are sent to hosts and invoices are sent to poets immediately following.
- When you receive an invoice from the office, please do not make changes to it, except for your address, if it has changed.
- Contact the host venue and make sure that promotion is being done for your reading and actively promote your reading through the League's listserv and the League's Poetry Spoken Here online calendar.
- Bring copies of your books to the readings — people do like to buy them occasionally!
- Send an invoice and a reading evaluation form as soon as the reading is over. All invoices are paid in the end of each month, and cheques are sent out in the first week of each month.
- Most importantly — have a great time!

Poets in Schools Readings

Information for Poets

- For a half day visit, the poet will make two presentations of no longer than 45 minutes each.
- The poet should have a fifteen minute break between sessions and a one hour lunch break for a full day's visit.
- The school must provide at least one meal for the poet.
- Class groups are the best to work with for the poets, and the maximum number of students at a session should not exceed 60.
- The session should take place in a classroom or library where outside noise will not be a distraction.
- The class should be supervised at all times. The poet should not be expected to take care of disruptive students.
- Mixed age groups should be avoided if possible and, when impossible, the age spread should be minimal.
- Preparation is vital for a successful visit. The poet's work should be displayed prominently and lessons before the visit should, ideally, feature the author.
- The poet should be introduced to the audience with some autobiographical information included in the presentation.
- Autographs are very popular with younger students. If they do not have the opportunity to purchase the poet's work, it is a good idea to prepare a special poster or booklet as a memento of the visit.
- It is most important for the teacher and poet to discuss the visit beforehand, to determine any changes to the above format.
- For poets traveling from outside the school's region, a letter and map with clear directions is extremely helpful. Host schools should remember that the poet is unfamiliar with the area, and we ask that they ensure the poet knows where the hotel is, which restaurants are best, and other tips about the community.

6.2 Pat Lowther Memorial Award

This \$1000 award was created in 1981 to honour the memory of Pat Lowther, who died in 1975 while Co-chair of the League, just as her work was gaining wide recognition. It is given annually at the League's AGM for the best book of poetry written by a Canadian woman, published in the previous year. The winner, if not already a member of the League, is invited to become a full member. (In 2006 it was established that books published posthumously can be considered)

Award winner is invited to attend the awards presentation at the AGM and is paid ½ Canada Poetry Tours reading and travel funding to read at the awards ceremony.

6.3 Gerald Lampert Award

This \$1000 award commemorates the League's first Tour Organizer, a writer who keenly supported and promoted the work of young writers. It is given annually at the League's AGM for the best first book of poetry by a Canadian writer, published in the previous year. The winner, if not already a member of the League, is invited to become a full member. (In 2006 it was established that books published posthumously can be considered)

Award winner is invited to attend the awards presentation at the AGM and is paid ½ Canada Poetry Tours reading and travel funding to read at the awards ceremony.

6.4 F.R. Scott Voice of the Land Lifetime Achievement Award

In 1992, the League started building an endowment fund for the Lifetime Achievement Award. The award carries a \$5,000 prize and is presented every five years, the first being 2001.

Award winner is invited to attend the awards presentation at the AGM and is paid ½ Canada Poetry Tours reading and travel funding to read at the awards ceremony.

6.5 Annual General Meeting - location

A general membership meeting of the League is held every year at the end of May or beginning of June. The LCP Council is responsible for setting a date, choosing a site, and developing a programme for the AGM.

A quorum at any Annual General Meeting or special general meetings shall be constituted by members present at the meeting and shall include regional representation.

Notice of AGM is given in the winter Newsletter. AGM registration forms are sent out at least 60 days before the AGM. There is a penalty for late registration.

All events at the AGM are open to the public, except for the National Council, and AGM Business meetings at a cost determined by the Advisory Committee and so advertised.

AGM possible locations – to be determined by lawyer.

6.6 Annual General Meeting – registration fees

The Executive Director in conjunction with the Advisory Committee sets the registration fee and fees for attending separate events to cover projected costs.

The LCP President is exempt from paying AGM registration fees

6.7 Annual General Meeting- travel

AGM travel subsidy for full members is dependent on the Canada Council project grants, or fundraising revenue.

6.8 Annual General Meeting Panels/workshops

The LCP Council selects and votes on the topics for the AGM panels, and appoints panel/workshop moderators, who select three or four presenters for each panel/workshop. The presenters (except for the moderator) receive a ½ Canada Poetry Tours reading and travel funding. Panel coordinators report to the LCP Council, and provide the Executive Director with the detailed plans for workshops/panels in time to include them in the AGM promotional plans.

6.9 Annual General Meeting- packages

The office will provide council and members with packages that include: Slate of nominees, Bios of nominees, Latest copy of e-newsletter, AGM Annual Report, Agendas for members meetings, Audit, Financial Report, Budget, Minutes from last teleconference, Minutes from last AGM members meeting and Treasurer's report.

6.10 Volunteer recognition

Purpose

This policy authorizes and provides guidelines on activities to recognize employees and volunteers.

Scope

This policy applies when providing recognition events and awards to employees and volunteers. It applies to all employees and volunteers of the League.

Procedures

The League Recognizes Employees' and Volunteers through Events and Awards

The League provides awards and holds special events to recognize and publicly acknowledge the contribution of its employees and volunteers. Such events and awards emphasize League's values and achievement of organizational goals.

The volunteer recognition programme will be promoted in the newsletter and membership listserve. We will feature past winners and assure enough time for people to plan how they will achieve the awards, and who they will nominate.

Recognition events may include any of the following elements:

- Public acknowledgment of excellence and/or achievement by members of National Council
- Presentation of individual awards such as certificates, plaques, and other recognition mementos
- Recognition and celebration of group success and achievement
- Celebratory meals or light refreshments whose purpose is to honour volunteers and/or employees
- Presentation of Gift certificates
- Publication of articles about recognized volunteers in the newsletter

The League provides service awards in recognition of

- Exemplary service
- Notable achievements
- Length of service
- Performance above and beyond the call of duty
- Other service achievements in support of the League's mandate

In addition to formal recognition, League Council and staff are encouraged to undertake ongoing methods of appreciation and recognition of staff and volunteers on a regular basis throughout the year. These methods of informal recognition should range from a simple "Thank You" to a concerted effort to include volunteers as full participants in program development and implementation.

Detailed Procedures

The National Council calls for submissions to volunteer recognition awards to be received by January 15 and decides at its February teleconference who will be honoured.

The awards will be presented at the AGM, either at the awards night or at a special event.