



Canadian
Evaluation
Society

Société
canadienne
d'évaluation

Canadian Evaluation Society
POLICY MANUAL

December 2021

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Policy Monitoring Schedule

#	Organizational Policies	Date Approved	Reviewed	Next Review
OP-1	Membership	Nov 2015	Nov 2021	Nov 2022
OP-2	Expulsion or Suspension of Membership	Nov 2015	Nov 2021	Nov 2022
OP-3	Disclosure/Conflict of Interest	Nov 2015	Nov 2021	Nov 2022
OP-4	Committees of the Board	Nov 2015	Nov 2021	Nov 2022
OP-5	Signing Authority Policy	Nov 2015	Nov 2021	Nov 2022
OP-6	Chapter Fee Allocation	Nov 2015	Nov 2021	Nov 2022
OP-7	Expense and Travel Policy	Nov 2015	Nov 2021	Nov 2022
OP-8	Reserve Fund and Cash Flow Provision	Nov 2015	Nov 2021	Nov 2022
OP-9	CES Fellowship	Nov 2015	Nov 2021	Nov 2022
OP-10	Credentialed Evaluator Designation	Nov 2015	Nov 2021	Nov 2022
OP-11	Sponsorship	Apr 2017	Nov 2021	Nov 2022
OP-12	Conference	Nov 2015	Nov 2021	Nov 2022
OP-13	Volunteers	Nov 2015	Nov 2021	Nov 2022
OP-14	Canadian Journal of Program Evaluation	Jun 2016	Nov 2021	Nov 2022
OP-15	Awards Policy	Nov 2015	Nov 2021	Nov 2022
OP-16	Professional Learning	Nov 2015	Nov 2021	Nov 2022
OP-17	Terms of Use – Canadian Journal of Evaluation Program	Nov 2015	Nov 2021	Nov 2022
OP-18	Privacy – Personal Information	Feb 2018	Nov 2021	Nov 2022
OP-19	Visual Identity	Nov 2015	Nov 2021	Nov 2022
OP-20	Translation	Nov 2015	Nov 2021	Nov 2022
OP-21	Contract Development and Administration	Nov 2015	Nov 2021	Nov 2022
OP-22	Complaints	Nov 2015	Nov 2021	Nov 2022
OP-23	Procurement	May 2016	Nov 2021	Nov 2022
OP-24	Research Engagement	Nov 2017	Nov 2021	Nov 2022

#	Governance Policies	Date Approved	Reviewed	Next Review
G-1	Governance Structure	May 2016	Nov 2021	Nov 2022
G-2	Governance Style	May 2016	Nov 2021	Nov 2022
G-3	Election of Officers	Nov 2019	Nov 2021	Nov 2022
G-4	Removal of Officers/Directors	Nov 2019	Nov 2021	Nov 2022
G-5	New Board Member Orientation	Nov 2015	Nov 2021	Nov 2022
G-6	Agenda and Meeting Planning	May 2016	Nov 2021	Nov 2022
G-7	President and Vice-President Roles	May 2016	Nov 2021	Nov 2022
G-8	Board Committee Principles	May 2016	Nov 2021	Nov 2022
G-9	Code of Conduct	May 2016	Nov 2021	Nov 2022

#	Terms of References	Date Approved	Reviewed	Next Review
TR-1	Audit Committee	Nov 2015	Annually	2022
TR-2	Communication and Marketing Committee	Nov 2015	Annually	2022
TR-3	Equity, Diversity, Inclusion & Environmental Sustainability Committee	June 2021	Annually	2022
TR-4	Executive Committee	Nov 2015	Annually	2022
TR-5	Professional Learning Committee	Nov 2015	Annually	2022
TR-6	Governance and Process Committee	Nov 2015	Annually	2022
TR-7	President	Jan 2016	Annually	2022
TR-8	Vice-President	Jun 2016	Annually	2022
TR-9	Past-President	Jun 2016	Annually	2022
TR-10	Treasurer	Jun 2016	Annually	2022
TR-11	Secretary	Jun 2016	Annually	2022
TR-12	Director, e-Institute	Jun 2017	Annually	2022
TR-13	Student and Emerging Evaluator Representative (SEER)	June 2021	Annually	2022



OP-1: Membership

Title	Membership	Policy Type	Organizational: OP-1
Monitoring	Chair, Communication and Marketing	Date Adopted	November 27, 2015
Approval	Board	Last Review	2021

Purpose

The purpose of this policy is to lay out the procedures and mechanisms for new and renewing memberships.

Policy

CES shall have a membership registration process.

Procedure

1. This policy applies to both new and renewal memberships by CES members. This includes the following membership types:
 - a) Individual (Full members, student members and senior members);
 - b) Library.

Note: There is a signed agreement between CES and SQEP which delegates the responsibility for membership management to SQEP for Quebec-based members (outside of the National Capital Region of Canada).
2. Members can renew at any time during the calendar year. Memberships expire one year after their last membership renewal date.
3. Members may renew their memberships annually or become new members in several ways:
 - a) By completing the membership form online on the CES website and making payment online.
 - b) By completing the membership form downloaded from the CES website and forwarding it with payment to the CES National Secretariat Office.
 - c) By renewing their membership by completing the membership form sent to them in an email with their renewal form and/or downloaded from the CES website and forwarding it with payment to the CES National Secretariat Office.
 - d) By renewing/becoming a member by completing the membership form downloaded from the CES website and forwarding it with payment to the CES Chapters when registering for a professional development event offered through a chapter.

4. CES member data are collected by CES through the registration process and administered according to the membership privacy policy (OP-18).
5. Chapters who collect member data and renewal information and new member fees as part of professional development events will forward the completed membership application and renewal form and accompanying fees to CES National Secretariat within one month after the conclusion of the event according to the spreadsheet format prescribed by the CES. This does not apply to SQEP.
6. On a monthly basis, membership information will be aggregated for individual chapters, including CEs and membership category and will be forwarded to the Board Support Contractor, Chair of Communication and Marketing and a Chapter designate - President/Treasurer or Member Services Chair including:
 - a) expiring CES members in the past month,
 - b) current list of Chapter members,
 - c) renewing CES Members in the past month, and,
 - d) new CES Members in the past month.



OP-2: Expulsion or Suspension of Membership

Title	Expulsion or Suspension of Membership		Policy Type	Organizational: OP-2
Monitoring	Governance and Process Committee		Date Adopted	November 27, 2015
Approval	Board		Last Review	2021

Purpose

The purpose of this policy is to enable the Society to uphold professional standards and ethics, and to define under what circumstances a member can be expelled or suspended from the Society for due cause, including: who will take the decision, and how it will be implemented; what process of redress will be available to the member.

Policy

CES Bylaws

3.03 TERMINATION OF MEMBERSHIP

A membership in the Society is terminated when

1. the member dies or resigns from the Society
2. the member is expelled, or his/her membership is otherwise terminated
3. the member's term of membership expires as per article 3.05
4. the Society is liquidated or dissolved under the Act.

Procedure

1. The Board shall have authority to suspend or permanently expel any member from the Society for any one or more of the following grounds:
 - a) carrying out any conduct which may be detrimental to the Society and its reputation, as determined by the Board in its sole discretion
 - b) for any other reason that the Board in its sole and absolute discretion considers to be reasonable, having regard to the purpose of the Society
2. If the Board determines that a member should be expelled or suspended from membership in the Society, the President, or such other officer as may be designated by the Board, shall provide twenty (20) days notice of suspension or expulsion to the member and shall provide reasons for the proposed suspension or expulsion.
3. The member may make written submissions to the President, or such other officer as may be designated by the Board, in response to the notice received within a twenty (20) day period.

- a) In the event that no written submissions are received by the President, the Vice President, or such other officer as may be designated by the Board, may proceed to notify the member that the member is suspended or expelled from membership in the Society.
- b) If written submissions are received in accordance with this section, the Board will consider such submissions in arriving at a final decision and shall notify the member concerning such final decision within a further twenty (20) days from the date of receipt of the submissions.
- c) The Board's decision shall be final and binding on the member, without any further right of appeal.



OP-3: Disclosure/Conflict of Interest

Title	Disclosure of Interest / Conflict of Interest	Policy Type	Organizational: OP-3
Monitoring	Governance and Process Committee / Support Contractor	Date Adopted	November 27, 2015
Approval	Board	Last Review	2021

Purpose

The Canadian Evaluation Society must meet high ethical standards to merit the trust of its members. The integrity of the Canadian Evaluation Society depends on ethical behaviour throughout the organization, and, on fair, well-informed decision-making. The ability to decide is sometimes affected by other interests (personal or professional) of individuals in the organization. Such conflict of interest situations are a regular part of organizational and personal life and cannot simply be eliminated. The purpose of this policy is to permit the Canadian Evaluation Society to manage conflict of interest successfully and to resolve them fairly. This policy is intended to provide clear direction on what constitutes a conflict of interest, and how to best disclose situations to avoid or reduce potential conflicts of interest.

This policy applies to all members of the Board of Directors, volunteers and all contractors of the Canadian Evaluation Society.

Policy

Avoidance of conflict of interest is a key legal responsibility of Board members and considered part of their fiduciary responsibility. Directors and officers have a duty to disclose “the nature and extent of any interest in a material contract or material transaction, whether made or proposed, with the organization” if he or she is party to the contract, a director or officer, shareholder, partner or has another interest in the party.

The Canadian Evaluation Society supports an organizational culture in which people freely take responsibility for both “self-declaring” possible conflicts of interest, and respectfully raising possible conflicts faced by others in the organization.

Definitions

“*Board member*” means an individual who is a current director or officer of the Canadian Evaluation Society.

“*Contractor*” means an individual who is contracted in such a capacity as to directly take part in the administrative decision-making process of the Canadian Evaluation Society.

“*Volunteer*” means an individual who is a current member of the Canadian Evaluation Society and participating on committees and task groups.

A “*conflict of interest*” is a situation in which a Board member, contractor or volunteer has a private or personal interest sufficient to appear to influence the objective exercise of his or her official duties at the Canadian Evaluation Society.

“*Private or personal interest*” refers to a Board member’s, contractor’s or volunteer’s self-interest (e.g. to achieve financial profit or avoid loss, or to gain another special advantage or avoid a disadvantage); the interests of the individual’s immediate family or business partners; or the interests of another organization in which the individual holds a position (voluntary or paid).

“*Objective exercise of duties*” refers to a Board member’s, contractor’s or volunteer’s ability to carry out his or her responsibilities in the best interest of Canadian Evaluation Society.

“*Actual or real*” conflict of interest situation is where a Board member’s, contractor’s or volunteer’s official duties are or will be influenced by his/her private interests.

“*Perceived or apparent*” conflict of interest situation is where a Board member’s, contractor’s or volunteer’s official duties appear to be influenced by his/her private interests.

“*Foreseeable or potential*” conflict of interest situation is where a Board member’s, contractor’s or volunteer’s official duties may be influenced in the future by his/her private interests.

Procedure

1. A Board member, contractor or volunteer must disclose any type of conflict of interest (*actual or real, perceived or apparent, foreseeable or potential*) to the Board and this disclosure must be documented in the minutes of the Board meeting.
2. Discussion on the matter must take place without the Board member, contractor or volunteer in the room.
3. The Board member who has disclosed the conflict must abstain from any vote on the matter.
4. The Board minutes must reflect how the conflict was resolved.
5. Board members or contractors or volunteers should respectfully raise, with those concerned, possible conflicts they see facing others in the Society.
6. If a conflict does arise between private interests and Canadian Evaluation Society duties, the conflict should be resolved in favour of the Canadian Evaluation Society duties.
7. Board members, contractors or volunteers should strive for honesty and transparency, without taking advantage of information that is obtained in the course of their Canadian Evaluation Society duties and that is not generally available to the public.
8. A company in which a Board member or Board member’s spouse, child, or grandchild has an ownership interest or is an employee of is eligible to respond to contracting opportunities provided that the Board member is not involved in any phase of the contracting process, does not use his/her position to influence a decision in the awarding of the contract, and declares the conflict of interest to the Board prior to the submission of a proposal. Companies in which a Board member or Board member’s spouse, child, or grandchild has an ownership interest or is an employee cannot be contracted unless a competitive process has been utilized in all phases of the contracting process. No Board member or Board member’s spouse, child, or grandchild entering into such a contract shall be liable to account to the Board for any profit realized by any such contract or arrangement by reason of such Board member holding that office, or by reason of the fiduciary relation thereby established. However, no such contract or arrangement shall be made with a Board member or Board member’s spouse, child, or grandchild, unless it is approved at a meeting

of the Board of Directors of which full minutes and records shall be made and kept in proper form and the exact nature and extent of the interest of such Board member or Board member's spouse, child, or grandchild must be disclosed at any such meeting, and the Board member shall not be eligible to vote.

9. A Board member of the Canadian Evaluation Society may be contracted by a provincial chapter to perform professional services such as conducting workshops, seminars, or consulting engagements.
10. The acceptance of gifts, hospitality and other benefits arising out of Canadian Evaluation Society duties is permissible if they do not place the Board member, contractor or volunteer or the Canadian Evaluation Society under an obligation to the donor, are infrequent and of minimal value (less than \$50), and are within the normal standards of courtesy. This clause does not apply to reciprocal agreements between organizations such as AEA and CES where the conference registration and other related costs may be provided to representatives of the CES.
11. Board members shall not be paid any form of remuneration for their services on the Board but shall be paid proper travelling and other expenses reasonably incurred in the work of the Society as approved in advance by the Board.



OP-4: Committees of the Board

Title	Committees of the Board	Policy Type	Organizational: OP-4
Monitoring	Governance and Process Committee	Date Adopted	July 2015
Approval	Board	Last Review	2021

Purpose

Board committees are established to support the operation of the CES.

Policy

The CES Board shall on an annual basis establish/review the purpose/need for Board Committees. (A list of the CES Standing Committees can be found in Appendix A.) Standing Committees may opt to strike Working Groups or time-bound Task Forces to help in the design and delivery of initiatives, with clear reporting and accountability relationships back to the Committee. Terms of references are to be developed for all Working Groups and Task Forces.

Board Committees shall use the prescribed format for Terms of Reference (see Appendix B).

Within the limits set out by the annual budget, acting in conformity with the committee action plan approved by the Board and under the supervision of the President, and reporting at each Board meeting, Board Committees are given the authority to self-manage.

Procedure

1. At the Board face-to-face meeting prior to the annual conference, the Board will review the committee structure and appoint a chair and members for all committees for the coming year.
2. Board members will be asked to volunteer for the committee chairs and if more than one member is interested, a vote will be conducted.
3. Board members will be asked to volunteer as members of the committees.
4. The President will review Board member preferences and announce the members of the committees during the face-to-face Board meeting.
5. Chairs of committees will:
 - a) Develop/review committee terms of reference with members of the committee on an annual basis.
 - b) Develop the committee work plan which is aligned to the CES Strategic Plan for CES Board approval.
 - c) Ensure the annual committee budget meets the commitments in the work plan.

- d) Recommend to the Board approval of the annual committee budget.
- e) Implement the work plan and monitor and report to the CES Board.
- f) Provide a bilingual report on committee activities to the CES Annual General Meeting, and post the report and supplementary documents to the CES website.

Effective Date: Fall 2015

Review Date: Annually by the CES Board of Directors

Standing Board Committees:

1. Professional Learning Committee
2. Communication and Marketing Committee
3. Governance and Process Committee
4. Executive Committee
5. Audit Committee
6. Equity, Diversity, Inclusion and Environmental Sustainability



OP-5: Signing Authority

Title	Signing Authority Policy	Policy Type	Organizational: OP-5
Monitoring	Treasurer	Date Adopted	July 1, 2015
Approval	Board	Last Review	2021

Purpose

The purpose of this policy is to outline the signing authority for the Canadian Evaluation Society (CES) and designate those who have the authority to sign revenue generating and expenditure contracts/agreements, and other binding documents on behalf of the CES.

Policy

Financial transactions of the CES will be properly authorized.

Procedure

1. All cheques, bills, notes, acceptances and orders for the payment of money on any Bank or Banks shall be signed by any two (2) of the President, Vice-President, Treasurer or Secretary, or by such other person or persons in such manner as the Board may from time to time by resolution authorize.
2. All deeds and other documents to which the seal of the Society must be affixed shall be signed by any two (2) of the President, Vice-President, Treasurer or Secretary, or by such other person or persons in such manner as the Board may from time to time by resolution authorize, and when so signed and sealed with the corporate seal of the Society and delivered, shall be received as the act of the Society.
3. Copies of by-laws, resolutions or other records of proceedings of the Board or directors of the Society may be certified under the corporate seal of the Society by the Secretary or in the Secretary's absence by any other director of the Board.
4. All other contracts, agreements, engagements or instruments may be signed by the Treasurer and by the President or Vice-President, or such other officer, director, agent or attorney as the Board may from time to time by resolution appoint to perform such duties.
5. Contractors and volunteers of the CES (who are not members of the Board) are not authorized to sign Agreements unless they have been granted that authority pursuant to this policy, a resolution of the Board or such authority has been delegated.
6. Officers, Directors, Contractors or Volunteers granted signing authority have the following responsibilities:

- a) they must have read the Agreement and be assured that the CES is able to meet its obligations and commitments within the terms of the Agreement and that it is likely the other party(ies) can meet its (their) obligations;
- b) they must be aware of the financial and other benefits which are expected to flow to or from the CES as a result of the Agreement;
- c) they must be assured that the Agreement complies with labour legislation, tax laws and other legislative and regulatory requirements;
- d) they must have reviewed any intellectual property requirements; and,
- e) they must be assured that the appropriate approvals have been obtained for the Agreement.



OP-6: Chapter Fee Allocation

Title	Chapter Fee Allocation	Policy Type	Organizational: OP-6
Monitoring	Chair of Governance and Process/ Treasurer	Date Adopted	November 27, 2015
Approval	Board	Last Review	2021

Purpose

The purpose of this policy is to lay out the procedures and mechanisms for distribution of fee allocations to Chapters.

Policy

Membership distribution process and parameters for Chapter fees include distribution of base fee to each active Chapter and a percentage of the individual membership fee (new or renewing) net of GST/HST to Chapters. No membership share is allocated for the student, senior, library or joint AEA/CES individual or student memberships.

Procedure

1. The base fee is set at \$1,000 per chapter (excluding SQÉP).
2. The individual membership fee is set at 16% of any new or renewing fees net of GST/HST (excluding SQÉP).
3. Any Chapters providing resources for regions outside their territory will be forwarded the allocation of 16% of the individual membership fees for these regions. Additional base fee allocations will not be provided.
4. Chapter rebates are provided four times a year and based on 16% of individual memberships.
 - a) July to September – rebate issued early October;
 - b) October to December – rebate issued in early January;
 - c) January to March – rebate issued in early April;
 - d) April to June – rebate issued in early July.

The Chapter base fee is distributed to Chapters in the first quarter.

5. Documentation accompanying the Chapter share fee allocations will indicate the number of memberships that the reimbursement covers and the membership fee period.
6. On the tenth of October, January, April and July of each year, SQÉP produces a membership report with the number of new registrations and renewals by category (regular member, student member or library), the monies collected, the real operating costs and other necessary information.

SQÉP sends to the CES the dues and GST (except for members providing proof of exemption) collected after deduction of:

- a) the 20% discount on the balance (students and libraries excluded);
- b) the real operating costs (secretarial services, labels, laser printing, photocopies, stamps, envelopes, long-distance calls, faxes, new member kit) not exceeding \$12.75 per member.



OP-7: Expense and Travel

Title	Expense and Travel Policy	Policy Type	Organizational: OP-7
Monitoring	Treasurer	Date Adopted	November 27, 2015
Approval	Board	Last Review	2021

Purpose

To facilitate the work of Executive Committee and Board members in conducting Society business, the Society will provide reimbursement of “reasonable expenses.” CES will pay expenses for Board members and others to attend meetings and other designated events.

Policy

Board members are expected to minimize their expenses, for example, by using seat sales and other special airline fares, bus rather than car rentals and not claiming for incidentals unless they are needed to cover actual costs. Claims will be paid up to a maximum of current fee schedules adopted by the Treasury Board of Canada Secretariat for federal employees. Claims exceeding these guidelines will only be accepted under exceptional circumstances, and with prior approval by the Treasurer who must be notified at least one week prior to the date when the decision is needed.

The Treasurer will approve expenses, in consultation as needed with the full Executive Committee.

The detailed fee schedule may be found at the Treasury Board of Canada Secretariat website and will be paid based on those rates current at the time the expense takes place. The current location for the website is:

<https://www.canada.ca/en/treasury-board-secretariat/services/travel-relocation/travel-government-business.html>

List of Expenses Covered at Board Meetings

Costs will be covered for members of the CES Board of Directors attending the full duration of the business meeting preceding the Annual General Meeting/National Conference and at the fall meeting, according to the schedule below.

Who	Expenses Covered:
President Board Support Contractor	3 nights to attend Executive and Board meetings (generally Thursday, Friday, Saturday) and 3 nights (generally Sunday, Monday and Tuesday nights) for the National Conference (conference registration fees are waived by the Conference Organizing Committee)
Vice-President Past President Secretary Treasurer Committee Chairs Incoming Executive	2 to 3 nights to attend Executive and Board meetings (generally Friday, Saturday; Thursday if required due to travel requirements) and Sunday and/or Monday night (when required) to allow participation in the AGM on Monday. Incoming Executive Committee members to be allowed to attend Executive meeting just before they take office if practical, to facilitate transition.
Other Board members	2 to 3 nights to attend Board meetings (generally Friday, Saturday; Thursday if required due to travel requirements) and Sunday and/or Monday night (when required) to allow participation in the AGM on Monday.
Journal Editor	3 nights (generally Sunday, Monday and Tuesday nights) for the National Conference (conference registration fees are waived by the Conference Organizing Committee). Travel expenses and accommodation paid as well as conference registration and other expenses if other funding sources are not available. Editor should seek other funding such as SSHRC Travel funding whenever possible.
Others who are asked to attend Board meetings or the National Conference	At the decision of the President or Executive Committee and communicated to the Secretary and Treasurer
AEA President	CES waives registration fees, pays hotel costs (but not travel, meals or other expenses) of the visiting AEA President. This is a reciprocal arrangement.

Who and What Is Covered

1. The Society will pay the costs of any designated person who travels on CES business, so long as such travel has been authorized in advance by the President or the Executive Committee, and the amounts incurred comply with this policy.
2. CES will pay the travel expenses of all duly elected Directors and Officers to attend meetings of the Board. The CES Secretariat is responsible for collecting, assessing against policy and paying all Travel Claims in a timely manner.
3. Travel advances on airfares up to the estimated cost of travel will be paid by the Secretariat on request; such requests should be made at least seven days before the advance is required.
4. **Airfare:** CES will pay the actual cost of airfare required to attend a meeting. Discounted advance economy airfares or the equivalent amount only will be paid, unless a higher amount is specifically authorized by the Secretariat and/or the Treasurer.

5. Travel by personal automobile will be reimbursed at federal government mileage rates, provided that this is the lowest-cost form of transportation.
6. **Parking:** A CES Board member may claim parking expenses where driving as follows:
 - a) short-term parking, when the Board member is away from home on CES business; and
 - b) overnight parking where it is not provided with accommodation; Parking at an airport or other transportation terminal will only be allowed where the parking cost and the transportation costs to and from the terminal are less than the normal allowable transportation costs, i.e. limousine, taxi or bus, as available.
7. **Taxi/Car Rental:** A CES Board member may claim taxi or airport bus costs – whichever is less – to or from the airport where available. Taxis may be used to and from meetings and claimed as needed. In certain circumstances, an economy size rental car may be rented for travel from an airport to the meeting or hotel, if cost effective. Sharing of cabs is encouraged if cost effective.
8. **Meals:** An allowance for meals will be paid for all meals not provided during the scheduled meeting or while travelling on an airline providing food service, up to the federal government daily allowance. Alcohol is not covered.
9. **Incidental Expenses:** An allowance for incidental expenses will cover such items as local telephone calls, laundry, gratuities and the like. Costs of personal long-distance calls will not be reimbursed; neither will in-room movies nor other entertainment costs. It is expected that these amounts be claimed only when incidental expenses have truly occurred.
10. **Hotel rooms:** Charges will either be paid directly by CES or reimbursed at actual cost. Where travel schedules require, CES will pay the cost of one additional night's lodging. No reimbursement will be made for lodging with friends or relatives.

Making a Claim

Those claiming reimbursement must submit travel claims to the CES Secretariat on the CES Claim Form. Claims submitted by mail must be supported with original receipts for all items except meals and incidental expenses. Receipts indicating taxes as separate amounts are preferred. Emailed claims are acceptable and must include a scanned copy of original receipts. Original receipts must be retained by the claimant for a period of 12 months following the date of submission and be available for submission upon request of the Secretariat or Treasurer. Claims are subject to review by the Secretariat and the Treasurer to ensure compliance with this policy.



OP-8: Reserve Fund and Cash Flow Provision

Title	Reserve Fund and Cash Flow Provision Policy	Policy Type	Organizational: OP-8
Monitoring	CES Treasurer	Date Adopted	November 27, 2015
Approval	Board	Last Review	2021

Purpose

The CES shall maintain reserve funds for winding down of the organizational structure in the event that the Society is dissolved and/or to cover unexpected losses of CES activities that cannot be covered by other assets.

CES does not have access to credit and relies on ongoing revenues and previous surpluses for ongoing expenses. This policy establishes cash flow guidelines to enable CES to meet its short-term financial obligations.

Policy

1. Reserve Funds

The amount of these reserves shall be set at \$200,000. These reserve funds may be depleted by an amount not to exceed one quarter of the set level if so authorized by a majority vote of the CES Board of Directors and only if a plan is put in place to replace those reserve funds within one year of the depletion.

2. Carry Forward Funds

The Carry Forward Funds shall refer to the accumulated prior year surpluses at the beginning of the fiscal year, excluding the reserve funds, and net of total liabilities. Up to one-quarter of the Carry Forward Funds may be allocated by the CES Board of Directors for inclusion in the current year budget. This percentage may be increased on an exceptional basis by decision of the Board of Directors.

3. Investment of Funds

In accordance with the roles and responsibilities of the Treasurer, he/she may invest reserve/carry forward funds utilizing conservative, low risk Canadian investment vehicles. Such investments may be reviewed on an annual basis.

4. Cash Flow Provision

To meet its short-term financial obligations, CES shall ensure that the equivalent of 25% of its budget (expenditures) is secured in a regular banking account (operations account) at the beginning of its fiscal year.



OP-9: CES Fellowship

Title	CES Fellowship	Policy Type	Organizational: OP-9
Monitoring	Chair, Governance and Process	Date Adopted	November 27, 2015
Approval	Board	Last Review	2021

Purpose of the Fellowship

The Canadian Evaluation Society (CES) Fellowship is the highest honour bestowed on a CES member. The Fellowship recognizes leadership and prominence in the field of evaluation, significant lifetime achievements, and exceptional service to the profession.

Selection of Fellows

a) Criteria for Fellowship

Prospective Fellows will have demonstrated significant and exceptional leadership and achievements in the areas below for a duration, normally, of 15 years or more, particularly in Canada and/or internationally, through:

- Innovation and Critical Thinking: advancing theory, practice, and policy development, scholarship (e.g., publications, reports);
- Capacity Building: knowledge transfer, teaching, training, mentoring, development of resources (e.g., courses, workshops, manuals);
- Advocacy: advocating for evaluation (e.g. presentations to funders), taking a stand on important issues that affect the field (e.g., writing letters to influence policy);
- Advancing the Evaluation Field: creating and facilitating linkages and partnerships, within and outside Canada, establishing a notable presence at national and international conferences (e.g., invited keynote or panelist), other relevant activities at the local, provincial, national or international levels that promote the field of evaluation and are consonant with the goals and core values of CES, including contributions made through serving on CES boards and/or international organizations of which CES is a member.

To warrant recommendation for this honour, Fellows are held to a very high standard. Nomination alone does not guarantee that candidates will be successful. Contributions to the areas above must be demonstrated to be “significant” (i.e., made a major contribution) and/or “exceptional” (i.e., unmatched, or unique). Attention to issues such as diversity, equity, inclusion, and sustainability is valued. The candidate must go beyond the expectations of one’s paid employment and show a high level of personal integrity and generosity.

b) Nomination Process

Nominators. Any CES member in good standing may nominate a Fellow. Nominations and supporting letters by a given individual are restricted to one (1) candidate per year.

Eligibility. CES National Board members will not be eligible for the Fellowship while in office. Nominations cannot be submitted or endorsed by members of the Fellowship Executive Committee during the time they serve on this committee.

Timeline: The call for nominations will be advertised by the CES normally by late October each year.

Submissions of nominations. Nomination packages should be submitted to the Chair of the Fellows Executive by January 31st of the following year.

(i) Nomination packages must include:

- A succinct nomination letter outlining the reasons why the nominee is worthy of this honour;
- A current, abbreviated curriculum vitae of the nominee (maximum 15 pages);
- Four (4) additional supporting letters, that address specific contributions of the nominee to the field of evaluation in Canada first and foremost, as well as internationally, if applicable. At least one of the supporting letters or the nomination letter must come from a CES Fellow.

Packages are limited to **25 pages** (12-point font) including the letters and candidate's CV. Successful candidates will receive a copy of their nomination package.

c) Number of awards per year

One and exceptionally two (2) Fellowships will be awarded in a given year. It is possible that no Fellowships will be awarded in a given year.

d) Review and Decision Process

- (i) The selection process for new Fellows is overseen by the Chair of the Fellowship Executive Committee. The Chair reviews all nomination packages to ensure eligibility and completeness. The Chair contacts the primary nominator as needed.
- (ii) The Fellowship Selection Committee will consist of:
 - The Chair and two other CES Fellows from the Fellowship Executive Committee, as well as
 - Two members of the CES National Board. One member will be the Past President and the other member, appointed by the President, will be a Board member who is experienced in evaluation, as well as knowledgeable about and active in the Canadian evaluation community.
- (iii) The Chair of the Fellowship Executive Committee will chair the Selection Committee.
- (iv) The Selection Committee will review the nomination packages and may seek further information, if needed. For example, the Fellows on the Selection Committee may consult with and draw on the knowledge of the broader Fellowship.
- (v) The nominations will be discussed at a meeting of the Selection Committee, using the criteria for the Fellowship. The Selection Committee will vote on each nominee. The Chair of the Selection Committee will abstain from voting, unless there is a tie, in which case the Chair will cast the deciding vote.

(vi) Recommendations will be forwarded by the Chair of the Selection Committee to the CES President no later than March 15th of a given year.

(vii) Recommendations will be presented by the CES President to the CES National Board at their earliest meeting following receipt of the recommendation. A member of the Fellowship Executive Committee will be available to answer questions, if they arise.

e) Confidentiality

All information in the nomination packages will be kept confidential. Apart from the Chair of the Executive Committee contacting the nominator of unsuccessful candidates, the identity of such candidates will not be disclosed to outside parties.

f) Notification and Recognition Process

(i) The decision will remain confidential until the successful Fellow (s) is notified by the President of CES. This notification will occur as soon as possible to allow time for arrangements to attend the annual conference. Successful candidates will have the opportunity to decline induction into the Fellowship. The nomination package will be sent to successful candidates who accept the nomination.

(ii) The Chair of the Fellowship Executive Committee will notify all nominators, in confidence prior to the conference, of the results of the selection process.

(iii) Fellows will be recognized at the CES annual conference awards ceremony in the year in which they receive the Fellowship. This will be followed by an announcement in the CES communication to members and addition to the list of Fellows on the CES Website.

Privileges and Expectations of CES Fellows

1. Privileges

Recipients are entitled to the following privileges:

- i. Lifetime status as a CES Fellow;
- ii. Use of designation “Fellow of the Canadian Evaluation Society” (FCES);
- iii. Receipt of, and the right to wear, CES Fellowship insignia;
- iv. Lifetime membership in CES, exempt the annual membership fee;
- v. The opportunity to receive the Credentialed Evaluator (CE) designation, if they have not already, exempt from the application process and application fee. Once they accept the CE, Fellows must abide by the policies and requirements of the CE program.

2. Expectations

As a body, the Fellowship is expected to continue to contribute to the field of evaluation and to CES in various ways, including:

- a) Contributing to the development of evaluation theory, practice and practitioners;
- b) Providing leadership and collective experience;
- c) Advocating for the profession and practice of evaluation, through practising and promoting CES’ core values, with attention to issues such as social justice, ethical conduct, diversity, equity, inclusion and sustainability.

- d) Serving as ambassadors for CES at annual national conferences (e.g., CES Fellows Strand) and other venues at home and abroad.

Fellowship Executive Committee

1. Purpose

The purpose of this committee is threefold:

- i. To assemble the voices of and act as the representative for all Fellows, drawing upon their leadership and experience in contributing to the field of evaluation and to CES. The Committee is responsible for communicating and consulting with the entire body of CES Fellows as needed.
- ii. To provide a liaison mechanism to and for CES National Board, including but not restricted to, the selection of new Fellows.
- iii. To facilitate, support and report on activities carried out by Fellows, individually or collectively; such as those offered as the Fellows' Strand the CES National Conference.

2. Structure

The committee will be solicited as voluntary participation from the body of Fellows, encouraging gender, regional, sectoral, linguistic and ethnic diversity among the volunteers. The committee is comprised of at least four (4) and not more than five (5) CES Fellows, one of whom agrees to Chair the committee. Normally, the committee members will serve a three-year (3) term, ideally staggered to provide continuity.

As the need arises, ad hoc subcommittees may be struck (for example, in creating additional forms of recognition of or commemoration for deserving individuals) and additional Fellows approached to serve. Subcommittees report to the Fellowship Executive Committee.

The Fellows Strand Subcommittee is a standing subcommittee of the Executive Committee. It is ideally chaired by a Fellow located in the current conference city or with close ties to the conference organizing committee. The two other members are the past Chair and the future Chair of the Subcommittee. The Chair of this subcommittee is de facto a member of the Fellowship Executive Committee.



OP-10: Credentialed Evaluator (CE) Designation

Title	Credentialed Evaluator (CE) Designation	Policy Type	Organizational: OP-10
Monitoring	Vice-President / Support Contractor	Date Adopted	November 27, 2015
Approval	Board	Last Review	2021

Purpose

1. The Canadian Evaluation Society desires to contribute to the professionalization of evaluation in Canada by bringing clarity to and definition for Canadian evaluation practice.
2. The purpose of the Professional Designations Program (PDP) is to define, recognize and promote the practice of ethical, high quality and competent evaluation in Canada through a program for professional designations in CES.
3. The Credentialed Evaluator (CE) is the first designation to be developed and may lay the foundation for other designations as it evolves and matures.
4. A Credentialed Evaluator is given to mean that the holder has provided convincing evidence of the education and experience required to show competency in the field of evaluation.

Policy

The Credentialed Evaluator (CE) designation supports the professionalization of evaluation practice in Canada by defining and promoting ethical, high quality, and competent evaluation and by recognizing those who demonstrate their competency in specified competency domains.

Procedure

The process for obtaining and maintaining the CE designation is as follows:

1. Requirements

The process for acquiring a CE is as follows:

- a) membership in CES;
- b) an application fee of \$485.00;
- c) applications are submitted in either official language using the online application process;
- d) evidence of a graduate-level degree or certificate;
- e) demonstration of two years of full-time evaluation-related work experience within the last 10 years with statements of work experience supplemented by letters of reference; and,

- f) demonstration of mastery related to 70% of the competencies in each of the five domains outlined in the Competencies for Canadian Evaluation Practice:

Technical Practice competencies focusing on specialized aspects of evaluation such as design, data collection, analysis, interpretation and reporting;

Situational Practice competencies focusing on the application of evaluative thinking in analyzing and attending to the unique interests, issues and contextual circumstances in which evaluation skills are being applied;

Management Practice competencies focusing on the process of managing a project/evaluation, such as budgeting, coordinating resources, and supervising staff;

Interpersonal Practice competencies focusing on people skills such as communication, negotiation, conflict resolution, collaboration and diversity; and,

Reflective Practice competencies focusing on the fundamental norms and values underlying evaluation practice and awareness of one's evaluation expertise and need for growth.

2. Maintenance

The purpose of the continuing education requirement is to ensure that the Program contributes to the strength and quality of evaluators, the competency of the evaluation workforce over time, and the quality and utility of evaluations in Canada. Credentialed Evaluators (CEs) are required to:

- a) Provide an annual maintenance fee of \$50.00.
- b) Declare completion of 40 hours of continuing education and on-going learning activities over the three years following receipt of the designation. This can include conferences, courses, workshops, webinars, short learning sessions, and other learning activities.

3. Oversight

The CE is managed and administered as follows:

- a) CES manages the CE within the Professional Designations Program (PDP) under the direction of the Vice-President who is a member of the CES Executive and the CES Board of Directors, and who reports to the CES President.
- b) The Vice-President ensures that the delivery of the CE is well integrated with other CES services through collaboration with existing CES Standing Committees and liaises with CES administrative support.
- c) A Credentialing Board (CB), consisting of experts from the field of evaluation, reviews CE applications and determines if the CE designation should be awarded. Each application is reviewed by two CB members and by a third member if the first two reviewers disagree. An appeal process is also available within 30 days of notification of a "further preparation needed" decision. The CB is chaired by the Vice-President.

For more information, see:

- The Canadian Evaluation Society Competencies for Canadian Evaluation Practice (Revised version, November 2018)
- Canadian Evaluation Society Professional Designations Program Applicant Guide (Version 2.0 – March 2019)
- [About the CE Designation](#)

- Internal documents:
 - Canadian Evaluation Society Professional Designations Program Operations Guidelines (2014)
 - Canadian Evaluation Society Professional Designations Program Applicant Guide (Version 2.0 – March 2019)
 - Professional Designations Program Credentialed Evaluator Continuing Education Requirements (July 2015)



OP-11: Sponsorship

Title	Sponsorship	Policy Type	Organizational: OP-11
Monitoring	Treasurer	Date Adopted	April 2017
Approval	Board	Last Review	2021

Purpose

The purpose of this document is to establish the policy and procedures within the CES for the creation of productive and mutually beneficial sponsorship agreements, at the local, national and international levels, with public and private sectors as well as academic bodies, affiliated associations, individuals, other nongovernment and non-profit organizations.

When looking at sponsorships and relationship development opportunities, the CES seeks to:

1. Secure optimal and stable financial support to help implement its strategic plan;
2. Regulate financial agreements intended to advance the mutual interests of the CES, its members and financial partners;
3. Enhance the CES's relationships with sponsors;
4. Effectively deliver value and benefit to both the CES and sponsors;
5. Provide additional value to CES members and to the Canadian evaluation community; and,
6. Ensure that the CES's mandate, values, vision and mission are safeguarded and enhanced in so doing.

Policy

The CES is committed to ensuring that its financial sponsorship arrangements are carried out in an open, ethical and transparent manner.

This policy applies to sponsorship initiatives undertaken by and for CES National. It is expected that parties under the CES umbrella work in harmony when seeking sponsorship, namely:

1. CES National;
2. CES Chapters;
3. CES Annual Conference (Conference Host Sponsorship and Exhibitor Sub-Committee);
4. Canadian Evaluation Society Educational Fund (CESEF); and,
5. other CES sponsorship-related activities.

All parties are encouraged to raise funds appropriate to their needs but they must do so in a coordinated manner that is respectful of the sponsors and optimal with regard to CES's efforts.

All sponsorship and relationship development activities should be consistent with CES's:

1. Guidelines for Ethical Conduct (<https://evaluationcanada.ca/ethics>);
2. Mandate, values, and vision;
3. Policy frameworks and procedures;
4. Governance, and management plans;
5. Strategic plan and initiatives; and,
6. Core professional services and activities (e.g., CES annual conference, professional learning, student involvement activities, advocacy, communication and marketing).

Sponsorship opportunities are approved only if they are consistent with these principles and practices.

Procedure

1. Structure

The CES created the Sponsorship Working Group (SWG) to implement this policy and to ensure coherence and organizational memory for all CES's sponsorship development activities.

The Chair of the SWG is responsible for submitting new sponsorship opportunities and potential sponsors to the CES President and, via the President, to the Board of Directors for approval.

For coordination purpose, the Conference Host Sponsorship and Exhibitor Sub-Committee reports to the SWG. All other parties under the CES umbrella should consult and submit sponsorship initiative and potential sponsors to the SWG.

The specifics of the SWG are contained in the SWG Terms of Reference.

2. Action Plan

The *Sponsorship and Relationship Development Action Plan* guides CES's sponsorship and relationship development activities on an annual basis.

The SWG consults with CES groups involved in sponsorship and fundraising activities in the development of the Action Plan.

Should the SWG (or a sponsor) wish to develop a new type of sponsorship opportunity that is not reflected in the Action Plan, evaluation and approval of such sponsorship is required by the Board prior to any further development or implementation.

3. Review of Potential Sponsors and Sponsorship Opportunities/Initiatives

All sponsorship accepted by the CES must comply with this policy. The CES is committed to transparency and reviews potential sponsors to ensure that they meet the Society's principles prior to entering into an agreement:

- a) The agreement is congruent with the mission and priorities of the CES.
- b) The agreement is consistent with the policies and procedures of the Board.
- c) The sponsor's expectations pertaining to the outcome(s) of the sponsorship and/or project to which the funds are applied are acceptable to the CES.

- d) The sponsor's expectations regarding recognition (or acknowledgment) of their support are acceptable to the CES.
- e) The agreement does not create any real or apparent conflicts of interest.
- f) The impact and/or benefits of the sponsorship outweigh the risks of partnering with the sponsor.
- g) The agreement clearly defines expectations and benefits of all parties and is mutually beneficial.
- h) The agreement is complementary to initiatives of other groups under the CES umbrella.
- i) Commitment comes from the highest level(s) of the sponsorship organization(s).

On a need basis, the CES performs a basic due diligence of potential sponsors. The CES is also open to be reviewed by potential sponsors. Such review would include publicly available information, such as:

- a) annual reports,
- b) financial statements,
- c) product and service literature, and
- d) composition of the Board of Directors.

Recommendations on potential sponsors are approved by the SWG and the CES Board of Directors, as required. The Sponsorship Working Group and the Board also have the right to refuse any proposed sponsorship agreement.

4. Sponsorship Packages

For solicitation purposes, the SWG develops a consolidated sponsorship package or brochure presenting the CES and describing overall benefits of sponsorship, categories and cost of sponsorship detailing specific benefits both for the sponsor and for the CES.

Sponsorship packages specific to particular CES activities (e.g., sponsorship opportunities at the national conference, or for the student case competition) are developed, in consultation with SWG, by respective groups under the CES umbrella.

All solicitation material should highlight that the CES is flexible in offering (or responding to) sponsorship opportunities and is welcoming new concepts.

5. Types of Sponsorships

With a view to maximize the outcomes, the CES is open and flexible to consider any types of sponsorship initiatives that are consistent with the current Sponsorship Policy. All types of sponsorship resources are considered (cash, in-kind, payment of services/products usually paid by the CES for a specific activity, exchange of services/products) in the development of sponsorship packages.

6. Agreements

All sponsorships are based on a written agreement between the CES and the sponsor. An agreement is for a specified period of time (for example, the length of time that the benefits to the sponsor are to be put in place).

An agreement specifies the type and extent of support expected by the sponsor and the CES. It also specifies the benefits expected to be received by all parties and the requirements and obligations of the parties for all types of sponsorship resources and packages.

All sponsorship agreements should be equitable and respectful of all sponsors who benefit from the same package or other packages offered by the CES. Details of all confirmed sponsorships are forwarded to SWG for entry into a central database.

7. Sponsor Recognition and Endorsement

All agreements provide for appropriate means to acknowledge or recognize the contribution to the CES. Sponsor recognition is commensurate to the value and scope of the sponsorship. Each sponsorship opportunity has its own sponsor benefits package.

An organization contributing in-kind services is recognized as a sponsor at a level that is dependent on the amount of the contribution.

The CES does not explicitly endorse corporations or products.

8. Editorial Control and Endorsement

The SWG shall have editorial control over, and final approval of, all related material or portions of material associated with a sponsorship initiative developed by a sponsor. Size and place of the CES and sponsor identification is determined on an individual project basis.

The CES Treasurer retains final approval on all uses of its name and logo applications. Use of the CES name or materials by any person, corporation or organization is only permitted if it is congruent with the CES Visual Identity Policy.

9. Revenue Generation

Sponsorships are expected to provide value. Should any costs be incurred for solicitation of sponsorship, they must be covered by the total funding secured according to standard industry practices. Budgets for major or special initiatives need to be approved by the CES Treasurer and the Board.

10. Use of Funds

The revenues generated by the CES's sponsorship activities should be used in priority for the direct contribution to the CES's activities/initiatives in respective written agreements between the CES and sponsors.

The CES respects sponsorship agreements and preferences of sponsors for the use of funds (e.g., exclusion of administrative or travel expenses). The CES also respects sponsorship agreements with respective groups under the CES umbrella for the distribution of revenues and/or profits for specific initiatives.

If not specified, the Board assigns unused/unassigned sponsorship funds to best serve the needs of the organization and its members as part of general revenues.

11. Accountability

The Sponsorship Policy falls under the portfolio of the CES Treasurer and is evaluated and reviewed on an annual basis by the Treasurer.

The Treasurer is responsible for addressing the needs and concerns of the Board and reports during the CES Annual General Meeting on all sponsorships obtained for that year.



OP-12: National Conference

Title	Conference	Policy Type	Organizational: OP-12
Monitoring	President	Date Adopted	November 27, 2015
Approval	Board	Last Review	2021

Purpose

The purpose of CES National Conference is to:

1. be the premier event for the Society and as such demonstrates that CES is the leading national organization representing the evaluation community;
2. be a venue to promote the Society to members, non-members, Chapters, various sectors and interest groups;
3. be the professional development forum that advances evaluation for its members and the public by offering workshops and sessions that foster a learning and sharing environment;
4. create opportunities for learning and professional development at beginner, intermediate, and advanced levels in areas specific to the competencies required of a Credentialed Evaluator (CE);
5. provide valuable networking opportunities among colleagues in the evaluation community;
6. provide the opportunity to enhance the Host Chapter's profile by showcasing the Hosting Chapter, featuring a local flavour, and stimulating growth in local membership; and,
7. contribute to the financial health of the Society and the Host Chapter by encouraging a profit.

Policy

1. Partnership between the CES Board of Directors and the Hosting Chapter

The CES Conference will be delivered as a partnership between the CES Board of Directors and a Hosting Chapter so as to serve the interests of all members of CES. This partnership includes collaborative planning on all conference matters and approval from the CES Board of Directors on the following:

- a) the Conference location and venue;
- b) the Conference theme;
- c) Conference schedule of events;
- d) registration fee amounts for all conference membership categories, as well as fees for pre- and post PD workshops and other special events (it is expected that the CES Board of Directors will set upper limits on registration amounts);

- e) selection of the Conference organizer;
- f) the Conference budget and all expenditures related to the delivery of the Conference; and,
- g) Conference evaluation.

For their work in hosting and delivering the conference, the Host Chapter will receive a percent of net revenues to be negotiated. The recommended split is 25/75, beginning in 2014. The host chapter will receive a minimum of \$6,000 when the 25% split is less than \$6,000.

2. Conference Delivery Requirements

The Conference theme is to be aligned with the National Strategic Plan.

The Conference must reflect that the Society is a bilingual (French/English) organization. A minimum 2-day conference is to be planned, as well as conference Professional Development workshops (if possible and deemed profitable) that are in line with the CE Competencies.

Organizers will seek to maximize attendance numbers of CES members through reasonable registration fees, reasonable accommodation room rates, networking opportunities, high quality presentations and papers, carefully chosen activities and features, and active promotion.

Procedure

1. CES National Conference Committee

A CES National Conference Committee (National Committee) will provide oversight and guidance for the conduct of the CES National Conference. The National Committee will consist of a Chair who is a member of CES National Board of Directors (typically the CES President but is not restricted to that individual) and the CES Treasurer, plus additional members-at-large (who may or may not be members of CES National Board of Directors and who may be involved only on a need basis).

2. Terms of References for the Conference Committee

- a) Provide strategic oversight on the planning and delivery of the conference; ensuring the conference aligns with the strategic goals of CES.
- b) Recommend the host chapter for each conference year and advise on terms of the contract.
- c) Support host chapter in choosing the theme, location, keynote speakers, and deciding on other conference format and content features.
- d) With the help of the Sponsorship Committee, support the host chapter in promotion and fund-raising activities.
- e) Liaise with the PDP program and the National PD Committee to ensure CE competencies are addressed where possible through the conference workshops and presentations.
- f) Monitor conference quality and success.

3. **Membership and Registration Requirements:** The National CES Secretariat is responsible for providing a centralized real-time registration/membership database system.

4. **Bilingualism Requirements:** All public communications produced in the context of the Conference must be available concurrently and in equal quality in English and in French, including but not limited to: website postings, social media postings, requests for proposals, mobile apps, and programs. Simultaneous interpretation is expected for plenary events and National events (i.e., Annual General Meeting and Awards Luncheon).

5. **Fiscal Management Requirements:** The fiscal management of the conference is performed by the National CES Secretariat by adopting a single budget and financial system to account for all revenues and expenses and calculating the net profits from the total of all revenues and expenses associated with the delivery of the conference. Specific fiscal practices are as follows:
- a) Based on the recommendations of the Host Committee, the CES President signs all contracts relative to the conference after the CES National Conference Committee has exercised due diligence.
 - b) No seed funding is made available to the Host Chapter since all required payments are made by the National CES Secretariat.
 - c) The Host Chapter is authorized to approve invoices up to \$2500, as long as they have been authorized in the budget. Contracts and invoices larger than \$2500 must be approved by the Host Chapter Treasurer and the National Treasurer.
 - d) CES National bookkeeper will be responsible for getting a GST/HST number and submitting reports and accounting to Revenue Canada.
 - e) The CES National Conference Committee will supply a budget template to the Host Chapter, to include budget categories related to the Case Competition, the Auction and expenses specific to the Board of Directors. Host Chapter will supply cost figures for all revenue and cost categories, budget to be approved by the Board of Directors 12 months prior to the conference. Once a budget is approved, significant variances (more than 5%) from the budget must be jointly approved by the CES National Conference Chair, CES National Treasurer and the Host Chapter Treasurer.
 - f) All revenues and costs related to the Conference are to be processed by the CES bookkeeper/accountant. All expenses are to be submitted to the Host Chapter Conference treasurer for approval and justification (in alignment with the budget). Each expense request submitted for payment must provide date received, source/payable to, budget category, provincial/federal tax portion, transaction date and explanations for any variance from the budget amount. Variances from the budget are to be provided with explanation.
 - g) The CES National Treasurer and Host Chapter Treasurer will collaborate to ensure there are monthly financial reports prepared (until the three months prior to the conference and then biweekly updates up to the beginning of the Conference).
 - h) All conference expense claims and revenues received are to be submitted to the CES National Treasurer within six weeks of the end of the conference for payment and processing so as to reconcile in the CES National Financial Audit for that year.
 - i) Net Profit for the Conference is calculated following an accounting of all revenues and expenses related to the planning and delivery of the Conference, including any costs for the Case Competition that were not covered by the Case Competition fund-raising and contribution from the CES. Costs related to the CES Board of Directors meeting are not to be included in the Conference financials.



OP-13: Volunteers (Non-board members)

Title	Volunteers (Non-appointed and non-elected)	Policy Type	Organizational: OP-13
Monitoring	Governance and Process Committee / Support Contractor	Date Adopted	November 27, 2015
Approval	Board	Last Review	2021

Purpose

The Canadian Evaluation Society values member participation to the work of the Society, acknowledging non-appointed/non-elected volunteers are valuable contributors towards its success.

CES relies on the experience, knowledge and skills that members have to offer for the development of programs, projects and services designed to address the needs of the membership. In addition, CES looks to non-appointed/non-elected volunteers to provide multiple perspectives and diversity (of background, skills, experience, culture, gender) and thereby extend the relevance and reach of the Society to persons who consider CES their professional association. Finally, engagement of members as non-appointed/non-elected volunteers facilitates the development of trust, respect, and ownership for the betterment and strength of the Society.

Policy

The CES will engage members (and non-members when appropriate) through its activities and programs to contribute to realizing the Society's mission and goals. CES will place an annual call to members, inviting application for non-appointed/non-elected volunteer work with the society. Members will complete a CES application form and submit it to the CES Secretariat.

Volunteers will contribute to the fulfillment of the CES's vision and mission, working in alignment with the Society's governance and bylaws in the provision of volunteer service and support to the CES.

Definitions

"Non-appointed/non-elected Volunteer" means an individual who is a current member (and non-member when appropriate) of the CES who has agreed to contribute to supporting a CES initiative. As the duties of Board members are defined elsewhere in the CES Policy suite and bylaws, the term non-appointed/non-elected Volunteer as used in the policy does not include Board members.

"Working Group" means a group of CES volunteers who are assigned to a specific Executive Committee member, for the purposes of contributing to the completion of a specific task.

Procedure

1. **Term:** A maximum term of Annual, from July 1 – June 30, with the opportunity for a renewal. Terms may be shorter for Working Groups depending on the specific task of the working group and will be defined in the working group terms of reference.
2. **Confidentiality:** CES will provide non-appointed/non-elected volunteers with a Confidentiality form to sign, at the outset of their volunteer work.
3. **Payment:** Non-appointed/non-elected volunteers shall not be paid any form of remuneration or compensation for their services on the Board.
4. **Recognition:** Non-appointed/non-elected volunteer work will be recognized by the CES Board in appropriate communications.
5. **Insurance coverage:** Volunteers are covered against liability under the CES insurance policy.
6. **Conflict of Interest:** A “*conflict of interest*” is a situation in which a volunteer has a private or personal interest sufficient to appear to influence the objective exercise of her or his volunteer duties at the CES. Avoidance of conflict of interest is a key responsibility of volunteers and considered part of their responsibility to the Board. Volunteers have a duty to acknowledge the nature and extent of their interest in a CES material contract or material transaction. The CES supports an organizational culture in which people freely take responsibility for ‘self-declaring’ possible conflicts of interest.
7. **Conflict resolution:** Should a conflict arise between a volunteer and the aligned committee/Board member, the conflict will be handled in a respectful and ethical manner (in alignment with the CES code of ethics). Any conflict should be brought to the attention of the Committee Chair and President of the CES. Ultimately and after appropriate consultation, the President decides on the best course of action for conflict resolution.



OP-14: Canadian Journal of Program Evaluation Award

Title	Canadian Journal of Program Evaluation Award	Policy Type	Organizational: OP-14
Monitoring	Communication and Marketing Committee	Date Adopted	June 2016
Approval	Board	Last Review	2021

Purpose

The purpose of the policy is to define the process used to nominate and award recipients of the *Canadian Journal of Program Evaluation (CJPE)* Award.

Policy

The *CJPE* award is for the best article published in the *CJPE* over a 12-month period (April to April).

Procedure

1. The *CJPE* editorial staff will recommend up to five articles for review based on the following criteria: Potential Impact, Originality, Literature Review, Accessibility, Technical Rigour.

Accessibility includes “clarity of presentation” and also “conceptualization”, in the sense of a clear conceptual framework that lends structure to the article.

For practice-based articles, the term “Technical Rigour” includes methodology, data analyses, interpretation and validity of conclusions. For theory-focused articles, the term might include foundation, logic and validity of conclusions.
2. A subcommittee of the *CJPE* Editorial Board will select the article(s) for the award. If, in the view of the subcommittee, no article is deserving of the award, no award will be presented.
3. Winners’ names will be forwarded to the Chairs of the Communication and Marketing and Governance and Process Committees at admin_chair@evaluationcanada.ca at least one month prior to CES Annual Conference.
4. The decision will remain confidential until the winner(s) of the award are notified by the Editor of the *CJPE*.
5. The winner(s) of the award will be presented with the award at the awards lunch during the Annual Canadian Evaluation Society Conference by the editor of the Journal.
6. CES will translate the award-winning article(s) into the other language, to be published in a subsequent issue of *CJPE*.



OP-15: Service to CES and the Contribution to Evaluation in Canada Awards

Title	Awards Policy (Service to CES and the Contribution to Evaluation in Canada)	Policy Type	Organizational: OP-15
Monitoring	Chair, Governance and Process	Date Adopted	November 27, 2015
Approval	Board	Last Review	2021

Purpose

The purpose of the awards policy is to define the process used to nominate and award recipients of the Service to Canadian Evaluation Society (CES) Award, and the Contribution to Evaluation in Canada Award

Policy

CES provides awards on an annual basis to recognize individuals who have contributed to the advancement of program evaluation or have contributed significantly to CES.

Procedure

1. Nomination process

- a) **Who can nominate:** Individual members or Chapters of the Society are eligible to nominate candidates for the award. Current members of the CES Board of Directors are not eligible to nominate candidates nor sign letters of support as Chapter members.
- b) **Timelines for nominations: As awards are presented at the CES Conference,** nominations will be sought in October/November each year by posting the opening of the nomination process on the website and promoting through all CES communication channels. Nomination packages should be submitted by the deadline (February/March) to the Chair of the Governance and Process Committee at governance_process@evaluationcanada.ca.
- c) **Content of nominations:** To be considered, each nomination must be supported by a minimum of three letters of support. Collectively, these letters should address the criteria for the award by including examples of activities with the time frame and the significance of the activity.
- d) **Confidentiality of nominations:** The nominators will not inform nominees that their name has been put forward. In addition, the Board will keep all information about the nominations confidential.

- e) **Number of nominees:** There are no minimum or maximum numbers of nominees for the awards.
- f) Every effort will be made to adhere to the CES commitments to Truth and Reconciliation¹, equity, diversity, inclusion, and environmental sustainability² in promoting the CES Awards and seeking nominations from our entire membership. This would be the primary responsibility of the C&M committee, in collaboration with the EDI & ES committee.

2. Decision process

- a) The letter of nomination as well as the letters of support for award nominees will be provided to all members of the CES Board of Directors. Where sufficient expertise, knowledge or experience at the Board table does not exist for Board members to make an informed decision, additional information may be sought. Any member of the Board may request further information. This will be managed by the Governance and Process committee.
- b) The Board of Directors will independently review each nominee's nomination package against the Awards criteria (see below). This will be done online and an opportunity to discuss the nominees will be held prior to the vote.
- c) The Board of Directors' will vote separately on each nominee by e-vote on the forum. A majority of the Board of Directors must approve each successful nominee.
- d) If, in the view of the Board of Directors, no nominee is deserving of the award, no award will be presented.
- e) If more than one nomination meets the respective award requirements and a majority of Board members have voted for the nominee, the Board of Directors may grant more than one recipient for each award.

3. Notification process

- a) The decision will remain confidential until the winner(s) of the award is notified by the President of CES at least 4 weeks prior to the annual awards event
- b) The winner(s) of the awards will be presented with the award (engraved plaque or similar item) at the awards lunch during the Annual CES Conference by the President or designate.
- c) Following the awards presentation, the winners will be announced in the CES Newsletter.

Criteria for the Service to CES Award

This award is granted to an individual(s) who is a member of CES and has made a significant contribution to the work of CES. This contribution would normally be made over a period in excess of two years; however, individuals who have performed in exemplary fashion during a shorter period of time may receive the award. The nomination is to include examples of demonstrated experience or activity and specify the time frame and significance of this activity.

¹ As documented in the 2016 Motion (attached).

² As documented in the Terms of Reference of the EDI & ES Committee (see CES Policy Manual)

While work at a Chapter or local level will be considered in determining the award, the individual's contribution should be predominantly at a national level or produce national benefit.

Contributions may take the form of any one or more of the following:

- service on the CES Board of Directors or a committee of the CES,
- publications,
- organizational development initiatives,
- management of programs or projects, or
- international representation relevant to CES.

In addition, nominations should include evidence of the nominee's commitment to Truth and Reconciliation, equity, diversity, inclusion and/or environmental sustainability.

Current members of the CES Board of Directors are not eligible to receive the award.

Criteria for the Contribution to Evaluation in Canada Award

This award is granted to an individual(s) who has made a significant contribution to the theory and/or practice of evaluation in Canada. The award for the Contribution to Evaluation in Canada is open to CES members and non-members.

The nomination is to include examples of demonstrated experience or activity with the time frame and significance of this activity and represent a cumulative effort over an extended period of time.

Examples of areas of contribution include:

1. conducted research which advanced evaluation theory and/or practice in Canada;
2. published one or more books or articles which made a significant contribution to the field;
3. undertook one or more projects or studies which advanced the theory and/or practice of evaluation in a meaningful way;
4. taught, mentored and/or trained evaluators in academic or cooperative education programs, and/or practicum settings;
5. carried out advocacy activities, raising the awareness of publics in Canada regarding the need for/benefits of evaluation;
6. demonstrably advanced Truth and Reconciliation, equity, diversity, inclusion and/or environmental sustainability in the field and practice of evaluation;
7. carried out work related to the above-noted areas outside of Canada, which generated direct and significant benefits to evaluation in Canada; and,
8. any other endeavour by an individual that serves to advance the cause of theory and/or practice of evaluation in Canada in a significant manner.

In addition, nominations should include evidence of the nominee's commitment to Truth and Reconciliation, equity, diversity, inclusion and/or environmental sustainability.

Current members of the CES Board of Directors are not eligible to receive the award.

Commitment to Truth and Reconciliation,

Motion adopted by Canadian Evaluation Society, November 2016

The Diversity Working Group of the CES Board of Directors has put forward the following resolutions that have been debated and adopted by the Board at its May 4, 2016, meeting. The CES is committed to incorporating reconciliation in its values, principles, and practices.

Whereas, The Truth and Reconciliation Commission (TRC) has released its findings, insights, conclusions and recommendations, on residential schools in Canada,

Whereas, Evidence of the colonial treatment of Aboriginal peoples in Canada is undeniable,

Whereas, The TRC Report defines reconciliation as “an ongoing process of establishing and maintaining respectful relationships”,

Whereas, The TRC Report includes Calls to Action where all Canadians are asked to take part in a reconciliation movement to build and restore the relationship between Aboriginal and non- Aboriginal peoples in Canada,

Whereas, The TRC Report recommends monitoring, assessment, and reporting on several aspects of Aboriginal health, welfare, and education as well as progress on reconciliation,

Whereas, Among other roles, evaluators document history, assess progress as well as shape the future,

Whereas, The CES has included attending to issues of diversity and culture as one of its competencies for Canadian evaluators,

Whereas, The CES has adopted the JCSEE evaluation standards as its own and said standards include culture as well as human rights and respect, therefore, be it

Resolved, That the notion of reconciliation be included in the existing CES value of inclusiveness and that the CES make a public statement to that effect,

Resolved, That, as part of its next competency scheme review, the CES include reconciliation explicitly,

Resolved, That the CES strengthen its promotion of and support for culturally responsive evaluation, and

Resolved, That the Diversity Working Group supports the CES in implementing consideration for reconciliation in its activities.



OP-16: Professional Learning

Title	Professional Learning	Policy Type	Organizational: OP-16
Monitoring	Professional Learning Committee (PLC) & Support Contractor	Date Adopted	February 21, 2018
Approval	Board	Last Review	2021

Purpose

The Canadian Evaluation Society (CES) was founded with the purpose of “promote training programs in planning the design, strategy, methods, analysis, and application of results for all types of evaluation.” As such CES is committed to providing professional learning opportunities to its members, which will contribute to increased:

1. evaluation knowledge, skills, and quality of practice among members;
2. ability to fulfill the requirements of the Credentialed Evaluators designation and its maintenance; and,
3. level of interest in CES membership through licensed courses and other learning opportunities.

Policy

The Professional Learning Committee (PLC) sets the Professional Learning (PL) policy. The PLC identifies, develops, implements, and evaluates professional development opportunities to support lifelong learning and development of evaluators. Professional learning activities can include, but are not limited to:

1. in-person and online courses created and authorized by the CES (licensed courses),
2. information sessions,
3. learning circles,
4. mentoring,
5. annual national conference,
6. webinars, and
7. workshops.

Learning activities will be delivered through a range of methods including face-to-face, online, or a combination of face-to-face and online.

All CES learning opportunities are linked to the CES Professional Designation Program (PDP)'s evaluator competencies (<http://www.evaluationcanada.ca/competencies-canadian-evaluators>).

The PLC includes the Vice-President in charge of the PDP to ensure learning alignment with the CE program.

The PLC includes the Director of the CES e-Institute, to ensure synergy and consistency between in-person and online courses.

The PLC works with the Professional Development Leads from Chapters to identify and plan professional development offerings for both members and non-members of the CES.

The CES is committed to offering courses for evaluators with different levels of experience, skills, and competencies.

Language

The CES is committed to offering professional learning opportunities in both English and French as described in CES Operational Policy 22 – Translation.

Operations

The PLC shall maintain an operation manual outlining the management, operation and review of CES Professional Learning.

Pricing and Profit Sharing

The CES Board shall approve the price points for professional development (PD) offerings, including profit-sharing arrangements with Chapters.

Reporting

The PLC, in collaboration with the Chapters Professional Development Leads, shall develop a tracking process and tool in order to track the PD offerings, prices, and profit-sharing arrangements.



OP-17: Canadian Journal of Program Evaluation Terms of Use

Title	Terms of Use – Canadian Journal of Program Evaluation	Policy Type	Organizational: OP-17
Monitoring	Communication and Marketing Committee / Support Contractor	Date Adopted	November 27, 2015
Approval	Board	Last Review	2021

Purpose

This policy provides the Terms of Use for the *Canadian Journal of Program Evaluation* and applies to anyone accessing the Content. All content published in the *Canadian Journal of Program Evaluation* is the property of the Canadian Evaluation Society or its licensors and is protected under the Canadian and foreign copyright, trademark and other laws. Permitted use is as described in this policy. All rights not expressly granted under these Terms of Use are otherwise reserved. Users must seek permission from the Canadian Evaluation Society Secretariat before making any other use of the Content.

The Terms of Use apply for the term of the copyright and similar rights licensed hereunder. The Canadian Evaluation Society reserves the right to withdraw access to the Content in the event of a breach of these conditions by any user. Failure to comply with these Terms of Use, will result in a user's rights under these Terms of Use being terminated automatically.

Policy

The Canadian Evaluation Society offers the Content as is, and makes no representations or warranties of any kind concerning the Content, whether express, implied, statutory, or other. This includes, without limitation, warranties of title, merchantability, fitness for a particular purpose, non-infringement, absence of latent or other defects, accuracy, or the presence or absence of errors, whether or not known or discoverable.

To the extent possible, in no event will the Canadian Evaluation Society be liable to anyone for any legal theory (including, without limitation, negligence) or otherwise for any direct, special, indirect, incidental, consequential, punitive, exemplary, or other losses, costs, expenses, or damages arising out of these Terms of Use of the Content.

For the avoidance of doubt, these Terms of Use do not reduce, limit, restrict, or impose conditions on any use of the Content that could lawfully be made without permission.

The invalidity or unenforceability of any provisions of these Terms of Use shall not affect the validity or enforceability of any other provision of these Terms of Use, which shall remain in full force and effect.

These Terms of Use shall be governed by and construed in accordance with the laws of the Province of Ontario, and the laws of Canada, applicable in Ontario, excluding any rule or principle of conflict of laws that may provide otherwise.

The Canadian Evaluation Society may amend these Terms of Use at any time. Any revised version will be effective immediately when it is displayed on the Canadian Evaluation Society website.

Definitions

“*Back Issues*” means those volumes of the Journal that were published prior to the Current Issues.

“*Current Issues*” means the three (3) most recent published issues of the Journal.

“*Individual Member*” means an individual that has applied and has been accepted for individual membership in the Canadian Evaluation Society. Individual members are comprised of full members, student members and senior members.

“*The Journal*” means the *Canadian Journal of Program Evaluation*. “*Website*” means the website of the Canadian Evaluation Society.

Procedure

1. Access

- a) By accessing the Content, a person agrees to these Terms of Use.
- b) Access to the Current Issues of the Journal is open access.
- c) By accessing the Content on the website a person agrees that he/she will not reverse engineer, decompile, copy or adapt any code or scripts on the website, descramble a scrambled work, decrypt any encrypted Content, or otherwise avoid, bypass, remove, deactivate, or impair any technological protection measure designed to control access to or restrict the copying of the Content.
- d) By accessing the Content, the user agrees not to:

email, make available, further distribute or otherwise disseminate the Content except by providing a link or hyperlink to the Content on the website;

alter, amend, modify, change, adapt, translate or make derivative works of the Content;

sell, republish, broadcast, or otherwise make any commercial use of the Content;

compromise the moral rights of the author(s);

engage in systematic copying or downloading of the Content or transmit any part of the Content by any means to any unauthorized user, except by providing a link or hyperlink to the Content on the website; or,

allow the Content to be stored or accessed by an unauthorized user.

2. Permitted Uses – Current Issues

- a) Individual Members and Institutional Members are granted a limited, personal, non-exclusive, revocable, non-assignable and non-transferrable licence to reproduce and share the Content in the Current Issues, in whole or in part, for their own personal or educational and non-commercial use by:

- downloading, displaying, using and saving the Content on their own computer or other electronic access device;
 - copying the Content and compiling it with other works for educational use to a paper course pack, which, if sold, may only be sold for the cost of making such copies;
 - copying, posting and uploading the Content to an educational institution's learning or course management system that is protected by means of authentication that identifies an authorized user by a user name and password or some other equally secure method;
 - copying, projecting and displaying the Content for a presentation; and,
 - linking or hyperlinking to the Content hosted on the Canadian Evaluation Society's website;
 - provided that the Individual Member or Institutional Member does not alter or modify the Content, maintains the integrity of the Content, maintains all copyright and other proprietary notices and the member retains identification of the author(s) and publisher of the Content and any others designated to receive attribution.
- b) In addition to the permitted uses listed in the previous paragraph and with regard to current issues, a library, that is an Institutional Member, may supply a single paper or digital copy of an article in the Journal to another library that has requested it for the purposes of a patron's research or private study, provided that, if the copy is provided in digital form, the requesting library takes measures to prevent the patron from making any further reproduction of the digital copy other than printing one copy, from communicating the digital copy to another person and from using the digital copy for more than five (5) business days.

3. Permitted Uses – Back Issues

- a) All users are granted a limited, personal, non-exclusive, revocable, non-assignable and nontransferable licence to reproduce and share the Content to the Back Issues, in whole or in part, for their own personal or educational and non-commercial use by:
- downloading, displaying, using and saving the Content on their own computer or other electronic access device;
 - printing a hard copy of the Content;
 - copying the Content and compiling it with other works for educational use to a paper course pack, which, if sold, may only be sold for the cost of making such copies;
 - copying, posting and uploading the Content to an educational institution's learning or course management system that is protected by means of authentication that identifies an authorized user by user name and password or some other equally secure method;
 - copying, projecting and displaying the Content for a presentation; and,
 - linking or hyperlinking to the Content hosted on the Canadian Evaluation Society's website;
 - provided that the user does not alter or modify the Content, that the user maintains the integrity of the Content, maintains all copyright and other proprietary notices and the user retains identification of the author(s) and publisher of the Content and any others designated to receive attribution.
- b) In addition to the permitted uses listed in the previous paragraph and with regard to back issues, a library, that is an Institutional Member, may supply a single paper or digital copy of an article in the Journal to another library that has requested it for the purposes of a patron's

research or private study, provided that, if the copy is provided in digital form, the requesting library takes measures to prevent the patron from making any further reproduction of the digital copy other than printing one copy, from communicating the digital copy to another person and from using the digital copy for more than five (5) business days.



OP-18: Privacy: Personal Information

Title	Privacy – Personal Information	Policy Type	Organizational: OP-18
Monitoring	Communication and Marketing / Chair, Governance and Process	Date Adopted	February 2018
Approval	Board	Last Review	2021

Purpose

The Canadian Evaluation Society (CES) is committed to protecting privacy and acts in compliance with Bill C-6 Personal Information Protection and Electronic Documents Act (PIPEDA, as amended and updated on the Government of Canada Website). The Privacy Policy applies to personal information collected, used and disclosed by the Canadian Evaluation Society and includes the personal information of members and non-members, including those who visit the CES website. “*Personal Information*” for the purposes of this policy means information about an individual except the name, title, business address, or business telephone number of an individual.

The Privacy Officer for the CES is the Chair of the Governance and Process Committee.

Questions or Concerns Related to the Privacy Policy may be submitted in writing to: Privacy Officer

C/O Canadian Evaluation Society Secretariat

3-247 Barr Street, Renfrew, ON K7V 1J6

governance_process@evaluationcanada.ca

Tel: 1-855-251-5721 Fax: 1-613-432-6840

Policy

CES collects personal information primarily for registration and payment purposes. The Society makes every effort to limit the amount and type of personal information collected to that which is deemed necessary for the purpose of administering the affairs of CES. Members are asked to voluntarily provide information during the membership registration and renewal processes that can assist CES in ensuring the accuracy of our membership information. This enables the organization to provide better services by understanding the diversity of our membership. CES may contact its members directly to gather additional information for organization planning purposes.

The CES membership database consists of information compiled from the membership application and renewal forms. The CES membership database and its derivatives or products are the sole property of the CES and its Chapters. CES members who knowingly do not comply with CES privacy policies when using the membership database information may have their membership revoked indefinitely by the CES Board of Directors. Both CES members and non-members who knowingly do not comply with the use of membership information may be subject to criminal prosecution or civil action.

In the normal course of establishing and maintaining web connections, the CES Website automatically logs information about visitors. The server logs record statistical information, such as visitors' IP addresses, time and duration of visit, and web pages visited. This information is collected so that website content may be continuously improved. These statistics are reported in aggregate form only. Server log information is not linked to any other data in a way that would enable the identification of individual visitors. Cookies are used only to ensure the delivery of service reserved to members.

Procedure

1. **Consent:** CES obtains consent to share information. An individual may refuse to have their personal information shared and it will not affect their participation in an event or their status as a CES member. If CES wishes to use personal information for a purpose other than that stated at the outset of membership or an event, the express written consent of the participant will be obtained. No information that can personally identify an individual participant is provided to anyone outside CES without explicit permission. In the rare event that information that might personally identify individual participants is to be transferred to a third party, explicit permission is obtained from those individual participants. The only exception to this is if CES is required to disclose information for legal reasons such as a subpoena or other court or government orders.

The membership registration process enables an individual to identify that their personal information may or may not be shared with a third party. A third party is an individual or organization that is independent of the CES. If an individual chooses not to answer this section of the registration form, it will be assumed that they are not providing consent to share information for a stated purpose. However, the Secretariat or appointed CES representative may contact members for purposes of verification of the accuracy or completeness of membership information provided.

Members and non-members may at any time choose not to be contacted by CES or notify CES of any change in their consent to providing information to third parties.

2. **Storage and retention:** Any personally identifiable data about members or website visitors is stored securely and used only for the purpose for which it is provided to CES. Personal information is retained only for the purpose for which it was collected, except where required by law. Personal information that is no longer required to fulfill the identified purposes and/or legal requirements is destroyed, erased, or rendered anonymous using secure data destruction methods.

CES safeguards and protects personal information in its possession or control from loss or theft and from unauthorized access, disclosure, duplication, use or modification. Physical safeguards such as restricted access to the entire office, alarm systems and secure locks on all doors are in use. Passwords and firewalls protect all electronic documents.

All credit card information is collected and stored securely. CES uses the information only for the purpose supplied and does not maintain credit card information for each individual member.

3. **Disclosure:** CES may share aggregate information about its members and customers — not individual data — with sponsors, potential sponsors and other parties to help them better understand CES members and their interests.

In the rare event that information that might personally identify individuals is to be transferred to a third party, explicit permission will be obtained from those individuals. The only exception to this is if CES is required to disclose information for legal reasons such as a subpoena or other court or government orders.

Information requests

1. Requests for internal use of the CES membership database in whole or in part by CES National and Chapters (or appropriate designates such as the publisher of the *CJPE*) must still conform to the basic principles of the Privacy Policy. The use of members' personal information within the database (e.g. email, home mailing address, home telephone or cellphone) is acceptable for the purpose of communicating with members regarding any CES activities or CES sponsored events that could be perceived as relevant opportunities or benefits consistent with the core mandate and mission of the organization. This may include items such as annual general meetings, the *Canadian Journal of Program Evaluation*, newsletters, professional development workshops, annual conferences, membership renewal notices and additional information for organizational planning purposes. No fees will be charged for providing information from the CES membership database for internal use to appropriate designates. As stated previously members may choose to indicate that they do not wish to be contacted by CES or amend their personal information on the membership database at any time by contacting the CES Secretariat in writing or by email.
2. Requests for external use of the CES membership database in whole or in part by third parties must also conform to the Privacy Policy. Requests by third parties must be made in writing or by email with a complete description of the use and purpose of the information to be obtained from the membership database to the CES Secretariat. The provision of personal information to a third party must respect the consent indicated by each member for a designated purpose as indicated on their membership registration form (i.e. research and surveys, commercial purposes).
3. The CES Secretariat will be responsible for notifying the CES Communication and Marketing Committee Chair or designate of all requests made to CES Board of Directors. For requests that the Secretariat or CES Communication and Marketing Committee Chair feel do not readily meet the consent guidelines and directives expressed by members, these will be referred to the CES Privacy Officer.
4. A standardized application process is utilized for each external request which requires application in writing or by e-mail, with a complete description of the use and purpose of the information to be obtained from the database. Requests that require personal information that crosses international borders will require notification of the CES Executive to consider the merit of the request and the need for express consent of individual CES members. The CES Secretariat will be responsible for ensuring compliance by applicants as far as the one-time use of membership data and the expressed use of the information for its intended purpose. The assignment of fees to external users for use of membership information will be in accordance with allocated rates deemed appropriate by the CES Secretariat. These rates will be reviewed and approved by CES Board of Directors as required.

Rates set in August 2014 are as follows:

- a) For non-commercial purposes:
 - Requests that support the objectives of the CES: \$200 student; \$400 non-student rate.
 - Requests that do not support the objectives of the CES: \$600.
 - b) For commercial purposes:
 - \$2 per name supplied.
5. **Website:** CES has taken reasonable measures to ensure that the information and data presented on the website are accurate and current.

6. **Right to Know:** Individuals can be informed of the existence, use or disclosure of any personal information about them that is currently in the possession or control of CES upon providing proof of identity and submitting a written request to the Privacy Officer. If a request for access to personal information is denied, a written reply outlining the reasons for refusal will be provided (e.g., information was collected for the purposes of a legal investigation). The individual may then challenge the decision of CES. If individuals are not satisfied that CES has adequately addressed their comments or concerns, they can contact the Federal Privacy Commissioner.
7. **Notification:** CES will inform individuals when their personal information stored by the CES may have been lost or stolen.
8. **Concerns:** CES is open about the procedures used to safeguard and manage personal information. Questions or concerns related to the privacy policy or protection of personal information can be directed to the Privacy Officer. CES will investigate all comments or concerns and attempt to respond quickly to inform individuals of the steps, if any, that will be implemented to address comments or concerns. If an individual is not satisfied that CES has adequately addressed his/her comments or concerns, he/she may contact the Federal Privacy Commissioner.



OP-19: Visual Identity

Title	Visual Identity	Policy Type	Organizational: OP-19
Monitoring	Communication and Marketing Committee / Support Contractor	Date Adopted	November 27, 2015
Approval	Board	Last Review	2021

Purpose

The name and logo of the organization serve to identify the Canadian Evaluation Society as a Canada-wide non-profit bilingual association dedicated to the advancement of evaluation theory and practice. The logo represents the purpose of the Canadian Evaluation Society and bonds evaluators by:

1. strengthening the organizational image;
2. communicating standards of quality;
3. promoting pride in the organization;
4. building cohesion and morale among the members;
5. providing ready recognition by graphic means;
6. markets the organization and its members; and,
7. promotes global networking among evaluators.

Policy

The Canadian Evaluation Society's logo and name are the sole property of the Canadian Evaluation Society, as a national organization, and are for the sole use of the national organization and its member chapters. The logo is not to be used by any other organization or individual without the expressed written permission of the national organization. Unauthorized and/or misuse of the Canadian Evaluation Society logo and identity may be subjected to legal action.

The Canadian Evaluation Society Credentialed Evaluator logo and name are the sole property of the Canadian Evaluation Society, as a national organization, and are for the sole use of the national organization, its chapters and Credentialed Evaluators. The name Credentialed Evaluator and its logo can be referenced by others but unauthorized and/or misuse (in particular, use that could mislead as to the Credential Evaluator status of an individual) may be subjected to legal action.

The Canadian Evaluation Society Fellow logo and name are the sole property of the Canadian Evaluation Society, as a national organization, and are for the sole use of the national organization, its chapters and CES Fellows. The name CES Fellow and its logo can be referenced by others but unauthorized and/or misuse (in particular, use that could mislead as to the CES Fellow status of an individual) may be subjected to legal action.

Canadian Evaluation Society – Société canadienne d'évaluation should appear in both official languages. Canadian Evaluation Society chapters may be referred to as Canadian Evaluation Society – Chapter Name. A dash, surrounded by a space on either side, must separate the national name from the chapter name. If abbreviations are used, they must be the official Canada Post ones. An exception is made for National Capital Region – NCC. Also, the Société québécoise d'évaluation de programme acts as the Quebec chapter of CES and uses the acronym SQEP.

Procedure

1. **Image:** A zip file of logos and templates with the Chapter's name is available from Canadian Evaluation Society National Office. The logo must be used exactly as provided by the National Office. Both camera ready format and electronic format can be provided.
2. **Chapter Use:** The logo and name are available to be used by the Canadian Evaluation Society's member chapters to identify their individual chapters and to promote the chapter and its activities. Chapters cannot share the logo and/or name with other organizations or individuals without the written permission of the national organization.
 - a) In 2014 a new logo was developed. Use is encouraged on all public documents with the exception of previously developed products in inventory having a long-term use, which can continue to be used until the supply is depleted. On replacement the new visual identity guidelines should be complied with.
 - b) The logo should be used on public documents such as: chapter websites, workshop materials, PowerPoint presentations, promotional materials, letterheads, chapter executive email signatures when communicating with chapter members.
3. **Non-Member Use:** Non-members and/or organizations must receive written approval from the Canadian Evaluation Society's National Office before the logo and/or name of the Society may be used. Information must be provided as to the exact nature of the use and permission, if given, will be granted on a one-time only basis. Generally, permission will only be granted to organizations partnering with the Canadian Evaluation Society and not for the promotion of commercial enterprise.
4. **Internet Use:** Links to the Canadian Evaluation Society National website are not considered copyright or trademark infringement provided that the two netiquette rules are observed:
 - a) Canadian Evaluation Society's National Office is advised that the website is being linked, and
 - b) the owner of the website linking to the Canadian Evaluation Society National website agrees that the link will be removed at the request of Canadian Evaluation Society National for any reason.



OP-20: Translation

Title	Translation	Policy Type	Organizational: OP-20
Monitoring	Communication and Marketing Committee / Support Contractor	Date Adopted	November 27, 2015
Approval	Board	Last Review	2021

Purpose

The CES by-law states that the Canadian Evaluation Society is bilingual and that the two official languages are English and French. The present policy states the basic principles with regard to translation and identifies basic operating guidelines. It constitutes an explicit guide to making translation decisions in our day-to-day operations as a Society.

The statement of principles is as follows:

1. **Good communication:** Good communication among the members is a basic value of the CES. Translation, as a means of ensuring good communication among members, is an integral part of the CES communication policy.
2. **Working languages:** The Canadian Evaluation Society is officially a bilingual organization. Therefore, the official documents and communication of CES to its members are to be in both languages. Similarly, members' communications to the Society can be in either official language.
3. **Equality:** The translation of either language reflects the Society's recognition of the principle of equality between both languages and their importance in terms of communication with its members and their representative Chapters.
4. **Equity:** Written material that is produced by the CES are published and/or communicated in both languages, notwithstanding the intended audience or user of the materials. Materials are also made available in both languages at the same time.
5. **Quality:** Quality and presentation of translations are a visible expression of the CES's commitment to its members and the image it portrays to the public.

Policy

The CES Board of Directors is responsible for the general translation policy and its content. The nature of the guidelines and adherence to them are to be reviewed on a regular basis. The Board of Directors' assessment of work plans from standing committees and working groups shall include consideration for this policy.

The Governance and Process Committee is responsible for supervising the implementation of the policy. It provides assessment of criteria for documents to be translated. It is accountable for the implementation of the policy to the Board of Directors. Standing committees and working groups are responsible for implementing the policy with regard to their respective mandate. Standing committees

and working groups present an annual plan of action to the Board in July. The plan should address implications of this policy, such as costs, time requirements and “turn around” times, assessment of quality, responsibility, and means.

Procedure

1. Translation requests will be processed by the CES Secretariat.
2. Quality of translations will be assessed and ensured by a native speaker, with the assistance of the CES Board Support and Member Relations Contractor or proof-reading translation services as required.
3. The location or position of translations reflects the bilingual nature of CES and the principle of equality and equity of language. Therefore, documents that use both official languages require that both versions be displayed preferably “side by side” or, as the case may be one “recto” and the other “verso” depending on the originating language of the documents. Good judgment is used in the implementation of this guideline, based upon the limitation of space and nature of presentation.
4. Quality of translations should be assessed and ensured.
5. Translation costs are necessary budgetary items for all sources of published materials.
6. Translation of the following is required:
 - a) Official documents. Examples: Letters Patent and by-laws, Simultaneous translation at: AGM, plenary sessions, and award sessions, Notices of Annual General Meeting, Minutes of AGM, Notice of Motion, AGM, Annual Report, Newsletter, Awards – advertisement, website, Final reports commissioned by the Board of Directors

Any other documents produced by the CES (and associated standing committees and working groups) for public consumption by a bilingual audience
 - b) Bilingual web platforms (e.g., Evaluation Mentoring Canada; online courses).
 - c) It is the responsibility of CES Chapters to assess the need for the translation of Chapter documents and communications.



OP-21: Contract Development and Administration

Title	Contract Development and Administration	Policy Type	Organizational: OP-21
Monitoring	Governance and Process Committee	Date Adopted	November 2015
Approval	Board	Last Review	2021

Purpose

The purpose of this policy is to provide direction to CES Board Members who are engaged in contracting services for CES.

Policy

Contracts entered into by CES will be properly prepared, approved and administered.

Procedure

1. Contract preparation

- a) CES Project Lead uses available contract templates (including proposal, scope of work, firm name, etc.) to draft the contract prior to sending to the Governance and Process Committee, who then reviews the contract for format and required content.
- b) CES Project lead prepares a contract which includes the following details:
 - Contract title
 - Contracting parties
 - Effective date
 - Purpose
 - Detailed tasks and schedule
 - Designated CES Liaison
 - Payment terms
 - Conditions for termination of contract
 - Indemnity
 - Ownership rights
 - Insurance requirement
 - Signatures and witnesses of contracting parties

- c) The Governance and Process Committee circulates draft contract to the Treasurer the President and the Board Support Manager for further review, feedback and revisions.
2. Contract review and signature
- a) The CES Project Lead forwards unsigned contracts to the contractor for review and signature.
 - b) The CES Project Lead addresses any contract concerns raised by the contractor.
 - c) The CES Project Lead forwards the revised contract to the contractor for signature.
 - d) The CES Project Lead forwards the partially signed contracts to the Treasurer and the President for signature on behalf of CES.
 - e) The CES Project Lead forwards copies of the fully signed contracts to contractor and CES Board Support and Member Relations Contractor, cc Treasurer and Secretariat for reference in cheque approvals.
 - f) The CES Board Support and Member Relations Contractor is responsible for the filing of final approved contracts to the CES Cloud and the Secretariat is responsible for maintaining a hard copy.
3. Contract implementation and payments
- a) The CES Project Lead receives and reviews invoices, confirming payment schedules and terms of agreement are met, and addresses any discrepancies with the contractor.
 - b) The CES Project Lead forwards the invoice indicating approval to the Secretariat Finance Officer for administration of the payment.
 - c) The CES Project Lead is responsible for the quarterly review of progress and timelines.



OP-22: Complaints

Title	Complaints	Policy Type	Organizational: OP-22
Monitoring	Governance and Process Committee / Support Contractor	Date Adopted	November 2015
Approval	Board	Last Review	2021

Purpose

Through its established Bylaws, Policies, Code of Ethics, Standards and Competencies, the Canadian Evaluation Society (CES) establishes expectations for members of the Society. The CES places trust in its members, directors, executive, employees, and contractors and wishes to support their work in such a way as to minimize the potential for an unsubstantiated and/or defamatory complaint.

Bylaw 3.03, OP-2 and G-4 address the expulsion of a member and the removal of a director or officer from his or her position and contracts include provision for termination. Therefore, the purpose of this policy and procedure is to establish a process to be followed if a member, contractor, or non-member of the Society has a genuine concern about the professional conduct or practice of a member, contractor, National Board member, Executive member, or Chapter Board member of the CES of sufficient significance for a formal complaint.

Making a complaint is considered appropriate only when it is motivated by a desire to improve the professionalism of evaluation in Canada and is presented in accordance with the steps identified below.

Policy

The CES Board is committed to providing a resolution process for genuine concerns raised as complaints by members and others.

Definition

The definition of a complaint for the purposes of this policy and procedure is a written professional criticism based on a genuine concern about conduct including, but not limited, to:

1. conduct that is inconsistent with the Letters Patent, Bylaws, Policies, Code of Ethics, Standards, and Competencies and/or any contract of the CES;
2. misrepresentation of the CES position without authorization; and,
3. harassment, as defined in the Government of Canada *Policy on Harassment Prevention and Resolution* (2012):

Improper conduct by an individual, that is directed at and offensive to another individual in the workplace, including at any event or any location related to work, and that the

individual knew or ought reasonably to have known would cause offence or harm. It comprises objectionable act(s), comment(s) or display(s) that demean, belittle, or cause personal humiliation or embarrassment, and any act of intimidation or threat. It also includes harassment within the meaning of the Canadian Human Rights Act (i.e. based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability and pardoned conviction). Harassment is normally a series of incidents but can be one severe incident which has a lasting impact on the individual.

Procedure

1. Genuine concerns shall be discussed directly with the subject(s) of the complaint with the intent to reach a mutually acceptable resolution. The only exception to this would be in the case of harassment.
2. If this is not acceptable to the complainant, the concern shall be forwarded, in writing within 45 days of the matter prompting the concern, to the President of the CES for a review by the Board of the CES.
3. The Board of CES shall respond to the complainant within 45 days.
4. If this is not acceptable to the complainant or agreement cannot be reached, the matter can be referred to the full Board for a decision.
5. The Board shall respond within 45 days to the complainant.
6. If the subject of the genuine concern is the President, the complaint shall be forwarded, in writing within 45 days of the matter prompting the concern, to the Past President of the CES who will inform the President and Board. The Board shall respond to the complainant within 45 days.

Appeal Process

1. All decisions made by the Board of the CES in accordance with this policy shall be considered final once they have been delivered, in writing, to the complainant and to the person who is the subject of the complaint.
2. A decision of the Board may be appealed directly to the Past President as an Ombudsperson to the Board responsible for assuring that serious complaints receive a clear and proper hearing of the Board. Such an appeal shall be submitted to the Past President in writing within 45 days of the receipt of a written decision of the Board of the CES by the complainant. If the subject of the complaint is the Past President, the appeal shall be directed to the Vice-President.
3. If a decision regarding policy or procedures has not been resolved through the processes indicated above, it may also be appealed through a request to bring forward the complaint at a meeting of CES members such as the AGM in accordance with the Bylaws of the CES.

Records of Complaint and Resolution

1. Records arising from this policy shall be recorded as in camera meeting notes for the protection of the privacy of those named in the complaint and the complaint.
2. Records of complaint and resolution shall be filed with the meeting minutes of the Board and/or Executive Committee.



OP-23: Procurement

Title	Procurement	Policy Type	Organizational: OP-23
Monitoring	Governance and Process Committee/Treasurer	Date Adopted	May 2016
Approval	Board	Last Review	2021

Purpose

The overarching purpose of this policy is to establish procedures for the Canadian Evaluation Society (CES) for the procurement of goods or services.

The Path

1. Procurement begins with a decision of the Board. This would usually take the form of an approved line item in the annual budget. The procurement procedure will depend on the estimated value of the expenditure.
2. The CES President and CES Board Support and Member Relations Contractor may make purchases under the value of \$2,000 at their discretion.
3. Small threshold purchases or expenditures estimated to be between \$2,000 and \$10,000 for the purchase of a single item or service should have quotes from three suppliers if possible. At least two Board members will review these bids, usually the Treasurer and the Chair of the relevant committee, and the CES Executive must approve the bid in advance of the award. The CES Board Support and Member Relations Contractor will be responsible for retaining in the procurement file cost analysis documentation provided by the Treasurer or specific committee Chair for each purchase over \$2,000. This analysis may include a comparison of price quotations submitted, market prices, etc. together with discounts. Cost analysis will include the review and evaluation of each element of cost to determine reasonableness, allocability, and allowability.
4. Large threshold purchases or expenditures estimated to be above the threshold referenced above for the purchase of a single item or service require a request for proposals (RFP). The CES Board Support and Member Relations Contractor shall coordinate the RFP process, including the communication and posting of the RFP. The CES shall maintain a template for use by a Board member or the CES Board Support and Member Relations Contractor in drafting a RFP. The RFP shall specify the evaluation criteria for each bid and how points will be awarded. The Chair of the relevant committee, the Chair of the Governance and Process Committee, the Treasurer, and the President shall review each draft RFP for content, errors, and/or omissions. All CES RFPs shall be publicized on the CES website. Additional forms of publicity may include inclusion in the weekly electronic bulletin or email to a list of potential respondents identified by one or more Board members.

5. The decision to award a contract based on an RFP shall be made by the CES Board following recommendations by the project lead or assigned committee. Procurement records and files for purchases above the small purchase threshold shall include the following at a minimum:
 - a) basis for contractor selection;
 - b) justification for lack of competition if competitive bids or offers are not obtained; and,
 - c) basis for award cost or price.
6. A separate option is for the CES to create a Standing Offer for the procurement in question and issue a Request for Standing Offers. This would most frequently be for service providers CES uses on a regular basis (e.g., translation, graphic design, proofreading and editing, and instructional design).
 - a) The Request for a Standing Offer will follow the same process as an RFP until the contractual step.
 - b) The Standing Offer contract will outline the terms and conditions of the Standing offer, including contract term (3-5 years), minimum and maximum call down, price, contractor staff, dispute resolution, commitment, etc. using the Standing Offer Template.
 - c) The owner of the standing offer (CES committee or entity) will closely manage the use of the Standing Offer(s) ensuring they are staying within their budget. All due diligence will be attended to, including but not limited to: workplans with deliverables, timelines and level of effort.
 - d) At least two Board members will review the Standing Offers the owner has decided to award, usually the Treasurer and the Chair of the relevant committee, and the CES Executive must approve the Standing Offer List in advance of award.
 - e) Due Diligence and Accountability: The owner of the standing offer will report to the Treasurer on an annual basis the status of all Standing Offers.
7. An exception to the path described above may be followed if a proposal is presented to the Board for approval and a rationale for the exception is retained with the minutes of the Board meeting at which approval was carried.

Procurement Records

The CES Board Support and Member Relations Contractor will ensure procurement documents are saved in accordance with the standard CES period and process for other fiscal records and that access is available to the Board.

Contract Administration

Refer to Policy OP-21.

RFP Template

An electronic template for RFPs shall be maintained with other CES documents by the CES Board Support and Member Relations Contractor for use by any Board member for CES purposes.



OP-24: Research Engagement

Title	Research Engagement	Policy Type	Organizational: OP-24
Monitoring	Governance and Process Committee / Operations Manager	Date Adopted	November 2017
Approval	Board	Last Review	2021

Purpose

CES wishes to support and facilitate research on evaluation in order to advance the field. To this end, it may endorse research projects and provide concrete assistance to researchers. Although research on evaluation may take many forms, it is increasingly common for researchers to wish to interview or survey evaluation practitioners, and hence to request access to CES members for such purposes. This Policy clarifies the conditions under which CES may grant this form of concrete assistance. It also states the conditions required for CES to endorse research, for example by providing Letters of Support, or act as a partner in research projects.

Policy

The following are general principles for CES response to requests for research participation:

1. CES supports best practice in research and therefore requires all projects it endorses and support to demonstrate current best practices in social science research. This includes a plan for knowledge exchange with CES and members.
2. Costs to CES, including the organization and the membership, are to be minimal.
3. Requests for support are to be assessed according to a defined set of CES-defined priorities.

Procedure

The requirements and process for obtaining research endorsement and concrete assistance are outlined in the supporting internal document titled *Research Endorsement and Support from the Canadian Evaluation Society: Operating Procedures*.

This Policy will be posted on the CES Website, along with an application form and instructions for uploading required documents, as well an application schedule.

Oversight

Formal responsibility for Policy application resides with the Governance and Process (G&P) Committee. In practice, if desired G&P Committee may call on Board members with experience in managing research process to help respond to and manage requests.

Research Endorsement and Support from the Canadian Evaluation Society: Operating Procedures

1. Approvals

CES does not substitute for quality assurance instances in research, and therefore requires that projects for which research endorsement and/or concrete assistance is requested meet the following criteria:

1. Have undergone peer review, whether through a granting agency, a student supervisory committee, or other body, that attests to the research quality. If such is not available or in addition to this, CES may consult with the Consortium for University Evaluation Education (CUEE) for a quality assessment. CUEE will strike an ad hoc Review Committee for each such request.
2. Have undergone an ethics review by a recognized Institutional Review Board. In Canada, IRBs are recognized by the Tri-Council Panel on Research Ethics Secretariat. In the case of researchers who do not have institutional access to ethics review, the onus will be on the researcher to seek an acceptable alternative form of review.

Through these criteria, CES removes itself from any consideration of legal liability in the case of a breach of research ethics or integrity.

CES asks its members to authorize their solicitation for participation in research. Only members who have provided such authorization will be included in any access granted to the membership. Members retain the final decision to participate in any research project: i.e., their participation remains voluntary.

Researchers requesting endorsement or concrete assistance must complete and submit the Application Form in Appendix A. This will be reviewed by the Governance and Process Committee in accordance with OP-24.

2. Knowledge exchange

As part of best practice in research, CES requires that requests for research endorsement and concrete assistance have presented a plan for knowledge exchange with CES according to definitions and principles recognized by the Canadian Institutes of Health Research or the Social Sciences and Humanities Research Council, as well as a plan for returning study results to participants. These plans are to be approved by CES Executive.

3. Costs to CES

Costs to CES are to be minimal. This means that neither the CES Secretariat, nor volunteer members of the Board of Directors, should be required to carry out any manoeuvres or operations (e.g. writing survey invitations, analyzing membership data) that involve more than a minimum amount of effort. Researchers requesting research endorsement and concrete assistance must estimate the time required from the Secretariat and members to implement their request. They are required to supply all necessary text for review by CES. (An example survey introduction text is provided in Appendix B).

4. Privacy and confidentiality

Research must be conducted in accordance with the existing Canadian privacy legislation that applies in the Principal Investigator(s)' jurisdiction, or in Ontario if located outside Canada. In addition, all Principal Investigators must sign a confidentiality agreement with CES regarding the use, storage and destruction of any information provided (Appendix C). The research team must supply the text of the

agreement for review by CES. Principal Investigators must assume responsibility for maintaining the conditions of the confidentiality agreement by all members of their research team.

For requests originating within Canada, CES may provide lists of consenting members' e-mail addresses to researchers, provided that the survey data will be stored on servers located in Canada. For a) requests originating from other countries and b) surveys whose data will not be stored in Canada, CES will send survey invitations to the sample using a single URL. This is to protect survey respondents from access to private information through Homeland Security legislation or equivalent laws.

5. Payment or incentives

To ensure fairness across research teams, no payment or incentives may be provided for research participants.

6. Prioritization of research projects

CES will endorse and/or provide concrete assistance to projects in accordance with the following priorities:

1. To ensure that CES has the organizational capacity to adequately support research requests, a maximum of two non-CES (i.e., non-corporate) surveys may be authorized per year, six months apart. This will also help avoid survey over-solicitation of members, which could affect response rates for all initiatives, including CES's corporate surveys. The two yearly periods will be defined as January 1 to June 30, and July 1 to December 31.

2. When there are multiple requests meeting the criteria listed above in a given period, priority is accorded in the following order:

a. Student research versus faculty or other researchers (because i. CES supports emergent researchers and ii. of their time limits to finish degrees);

b. Research by Canadian researchers versus from other countries.

- Canadian researchers are expected to make their survey tools available in both official languages. If this is not possible, a lower priority will be accorded;

c. Research with clear learning opportunity for CES versus general knowledge advancement.

Projects of lower priority will be asked to wait until the next period, where their priority will be raised but still considered in light of the others on the list.

3. Follow-up research requests will only be granted if the original request for assistance included as much as possible of the above approvals and information, i.e., the entire set of studies must be approved at once. If this approval has not been obtained, researcher wishing to conduct follow-up studies must re-apply using these procedures and will enter at the same level of priority as any other study.

OP 24 Application Form

Date submitted:

Name(s), Titles, and Affiliations of Principal Investigator(s):

CES affiliation:

- CES national Board of Directors or national Standing Committee or Working Group
- CES Chapter: specify
- CES Conference Committee - year:
- other CES entity or initiative (i.e. research, programming led by a CES member)
- non-CES entity: specify

Host Institution or Organization of the research:

Is this a student project?

- No
- Yes - Please provide the Research Supervisor's name, title and affiliation(s):

Project title:

Study description (maximum 1000 words):

Please also attach the summary that will be provided to research participants at the time of their consent.

Approvals: Please attach supporting proof, with body name and date.

Research quality review (e.g. Internal or granting agency peer review granting agency, student supervisory committee)

Ethics review, including name of Review Board, certificate number and date, and approval expiry date

Measures to protect privacy and confidentiality of informed obtained through CES: please describe

Will data collected through this research be stored on a server outside Canada?

Yes

No

Support requested from CES: (please be as specific as possible, including dates)

Benefit to CES:

Estimated level of effort for CES to support this research:

Staff: __ hours

Volunteers (including Board and Committees): __ hours

Respondents: __ hours

Knowledge exchange plan with CES and members (maximum 500 words)

OP-25: e-Institute

Title	e-Institute	Policy Type	Organizational: OP-25
Monitoring	Director, E-Institute	Effective Period	June 1, 2017 to June 30, 2021
Approval	Board	Last Review	2021

1. Purpose

This document outlines the policies that govern the CES e-Institute. The e-Institute will operate according to all relevant CES policies including the Professional Learning Policy (CES Organizational Policy 18). The purpose of the e-Institute is to provide opportunities for evaluation professionals to expand their learning through an online format.

2. Policies

Governance

The operations of the e-Institute will be overseen by the e-Institute Director. The Director is appointed by the Board after an open recruitment process for a three-year term which is renewable by mutual agreement between the Director and the Board.

The Director will be responsible for managing the e-Institute, contractors, and volunteers. The responsibilities are outlined in the table in Appendix A.

The e-Institute will be supported by contracted staff, the CES National Operations and Member Services Manager, a Curriculum Advisory Board, other advisors as required, and volunteers.

The Director, elected by the Board, is a full voting board member and reports to the Board.

Collaboration

The e-Institute Director will work with PLC, VP PDP, EDI& ES Chair, SEER, Chapters and others as required. The engagement of various stakeholders and their roles in supporting the e-Institute is shown in the table below:

Entity	Responsible for	Approves	Supports	Informed	Consulted
CES Board	Performance Management	Budget Course catalogue Policy and procedures	Contracting process		

Entity	Responsible for	Approves	Supports	Informed	Consulted
		Pricing Strategic Plan Operational Plan Contracts			
National Operations and Member Services	Supporting the e-Institute Director Liaising with contracted service providers including the CES Secretariat and Velsoft.		Contracting process Marketing & promotion		
e-Institute Manager (contract position)	Uploading courses Quality review Operations management Marketing and Promotion Coordinating work of volunteers and other contractors Undertaking research as required				
PLC	Strategic Plan for PD which includes e-Institute Compatibility between in-person and online courses				Course selection Course developers

Entity	Responsible for	Approves	Supports	Informed	Consulted
Curriculum Advisory board		Course learning objectives and outlines	SME review		Course developers
Equity, Diversity, Inclusion and Environmental Sustainability Committee (EDI-ES)	Ensuring courses reflect EDI principles and practices		Course selection and development Marketing and promotion		Learning needs
Student and Emerging Evaluator Representative (SEER)			Course selection Marketing and promotion		Learning needs
Instructional Designer(s) (contract)			Course developers Facilitating SME review, collation of results and development of list of revisions Facilitating pilot testing, collation of results, and development of list of revisions Supporting CDs to make revisions or making revisions		
CES Board Chapter reps	Providing updates on the e-Institute to chapters				Course selection Learning needs

Entity	Responsible for	Approves	Supports	Informed	Consulted
Chapter PD reps	Organizing blended offerings Organizing facilitated online cohorts Marketing				Course selection Course developers Learning needs
CES Members and e-institute target markets				Course catalogue Pilot opportunities	Learning needs

Course Offerings

e-Institute courses will consist of:

- **Licensed fee-based courses** created and developed by CES in response to professional development needs identified by CES members, Chapters, the e-Institute Curriculum Advisory Board and others.
- **Complementary courses** developed by outside resources that serve identified learner needs and are consistent with CES quality standards and CES mission.

Language

CES is committed to offering professional learning opportunities in both English and French as described in CES Operational Policy 22 – Translation.

Operations

The Director, e-Institute shall maintain an operations manual outlining the management, operations, and review of the CES e-Institute. The table in Appendix A shows how the various tasks associated with the operation of the e-Institute will be managed.

Pricing and Profit Sharing

The CES Board shall approve the prices for e-Institute offerings including user fees for Chapter cohorts and profit-sharing arrangements with Chapters and partners, based upon input and recommendations from the e-Institute Director. Course fees will be reviewed on an annual basis as part of the annual scanning of the online learning sector.

Reporting

The Director reports to the CES Board and is a full voting member of the board. The Director, in consultation with others, will develop a standard e-Institute Board Report that includes at a minimum the following elements:

- Course sales to date
- Revenues
- Affiliation of learners
- Diversity of learners

A public facing report will also be developed and published on the e-Institute website.

Evaluation

End-of-course evaluations are embedded in each online course. The evaluations are collated and presented to the Curriculum Advisory Board or the Board for review and decision making.

Every three years, the e-Institute will undergo an external evaluation which will be overseen by the Curriculum Advisory Board. The Director and Curriculum Advisory Board will develop an evaluation framework to guide the evaluation. The evaluation will be presented to the Board and posted on the e-Institute website.

Appendix A – e-Institute Operations Management

Volunteer Director (Board Position)

.2 FTE Paid Manager (contract position)

Contract Instructional Designers, Editors, Translators, and Business Developer as needed.

Task	Person responsible	Approves	Supports	Informed	Consulted
Develop policy and procedures including quality standards and supporting documentation	Director	Board	G&P Contract Instructional Designer Contract e-Institute Manager		
Chair the Curriculum Advisory Board (CAB)	Director		Contract e-Institute Manager		
Chair the course-specific reference groups	Director		Contract e-Institute Manager		
Create course development plan and/or strategic plan	Director	Board	Contract e-Institute Manager		CAB Chapters CUEE Members Other CES committees and working groups
Monitor e-learning landscape and identify	Contract e-Institute Manager		Operations Manager PLC and CAB		

Task	Person responsible	Approves	Supports	Informed	Consulted
partnership opportunities					
Manage RFP and selection process for contractors	Director	Board	Operations Manager G&P Contract e-Institute Manager		G&P PLC CAB
Manage contractors performance	Director				G&P Treasurer
Review Instructional Design Plans	Director	CAB	Contract Instructional Designer		
Review draft modules	Director		Contract Instructional Designer Contract e-Institute Manager		
Upload courses to LMS	Contract e-Institute Manager		Velsoft		
Review new courses on LMS	<ol style="list-style-type: none"> 1. Expert Reviewers 2. Pilot Testers 3. Contract Editor 		Contract e-Institute Manager		
Register learners	Registrar (Megram Contract)				
Program storefront (word press)	<ol style="list-style-type: none"> 1. Contract e-Institute Manager 2. Registrar (Megram Contract) 3. Velsoft 		Director		
Monitor end-of-course evaluations	Contract e-Institute Manager		Registrar (Megram Contract)		
Market courses	Contract e-Institute		C&M e-		

Task	Person responsible	Approves	Supports	Informed	Consulted
and e-Institute	Manager		Institute support Director Business Development Contractor		
Develop annual budget, workplan, board and annual report	Director	Board	Contract e-Institute Manager		PLC
Produce monthly sales reports	Registrar (Megram Contract)		Contract e-Institute Manager		
Evaluate the e-Institute	Director	Board	Contract Evaluator Contract e-Institute Manager		PLC
Conduct annual review of links in existing courses	Contract e-Institute Manager				
Work with chapters to promote facilitated cohorts	Director		Contract e-Institute Manager Business Development Contractor		
Set up facilitated cohorts on learning platform	Contract e-Institute Manager Registrar (Megram Contract)				
Conduct orientation to learning platform for facilitators	Contract e-Institute Manager				
Respond to queries from prospective	Registrar (Megram Contract)		Director Contract e-		

Task	Person responsible	Approves	Supports	Informed	Consulted
partners, learners, facilitators, and registered learners			Institute Manager		
Translate courses	Contractor				
Validate translated courses	Contract e-Institute Manager				
Manage 3-year course review process	Director		Expert reviewers Contract e-Institute Manager		
Manage external evaluation of e-Institute (every three years)	Director	Board	Contract e-Institute Manager		CAB Chapters



G-1: Governance Structure

Title	Governance Structure	Policy Type	Governance: G-1
Monitoring	Board	Date Adopted	May 4, 2016
Approval	Board	Last Review	2021

Purpose

The Canadian Evaluation Society (CES) is committed to modelling good governance that is transparent, accountable and in compliance with the bylaws.

Policy

1. The CES shall structure itself in a fashion that is compliant with and complementary to Society's Bylaws. The CES shall establish a **Board of Directors** comprised of the following:
 - a) President
 - b) Vice-President
 - c) Past President
 - d) Treasurer
 - e) Secretary
 - f) Chapter Representatives
 - g) CES Board Support and Member Relations Contractor
 - h) CES e-Institute Director
 - i) Student and Emerging Evaluator Representative
 - j) Other members as agreed by the Board
2. The CES shall establish an **Executive Committee** of a minimum of 5 members and a maximum of 9 members comprised of the following:
 - a) President
 - b) Vice-President
 - c) Past President
 - d) Treasurer
 - e) Secretary
 - f) Chairs of Board Standing Committees (at discretion of President)

g) CES Board Support and Member Relations Contractor (at discretion of President
The CES shall ensure availability of a contracted secretariat service to facilitate and support operations. The CES shall establish Board Standing Committees to facilitate the work the CES.

Procedure

1. On an annual basis, prior to the AGM, a review of the structure and composition of the Board, Executive Committee and Board Committees is conducted by the President and Board.
2. The Secretariat will be provided with the names and roles of members.



G-2: Governance Style

Title	Governance Style	Policy Type	Governance: G-2
Monitoring	Board	Date Adopted	May 4, 2016
Approval	Board	Last Review	2021

Purpose

To ensure that members of the Board operate in a manner that is respectful and inclusive of ideas.

Policy

1. The Board shall govern in a fashion that is compliant with *Robert's Rules of Order* and complementary to the Bylaws. Accordingly, the Board shall:
 - a) have an outward vision rather than an internal focus;
 - b) encourage diversity in viewpoints;
 - c) balance strategic leadership and administrative oversight;
 - d) establish a clear distinction between the Board and contracted support personnel (i.e. CES Board Support and Member Relations Contractor, Secretariat); and
 - e) make collective rather than individual decisions.
2. The Board shall also ensure that it establishes policies and monitors those policies on a regular basis. Accordingly, the Board shall:
 - a) produce written policies that, at the broadest levels, address the strategic directions, operations, board and executive authority, delegation of authority/decision-making and how the board carries out and monitors its own tasks; and
 - b) develop and implement a process for on-going Board self-evaluation.



G-3: Election of Officers

Title	Election of Officers	Policy Type	Governance: G-3
Monitoring	Governance and Process Committee	Date Adopted	November 2019
Approval	Board	Last Review	2021

Purpose

To ensure that the CES is in compliance with section 5.02 of the CES bylaws and the society's obligations to report names and addresses of officers to Industry Canada.

Policy

1. The CES membership shall elect the President (2-year term) and Vice-President (2-year term) in advance of the AGM by electronic voting.
2. The CES Board shall elect / appoint the Treasurer (2-year term with option of 1-year extension) from the Board and appoint a Secretary from members of the Board annually.
3. The CES Board shall elect / appoint Directors at Large from members of the society to the board as required to fulfill organizational outcomes. Terms for Directors at Large will be determined for each position.
4. The CES Chapters shall elect/appoint a Chapter Representative to serve on the Board as Director for up to a three-year period.

Procedure: President and Vice-President

1. A call for nominations is sent to the CES membership in February each year an election needs to occur based on the terms of office. Nominations will be accepted for a 4-week period.
2. Nominees will provide a photo, a resume, and personal statement outlining why they are interested in standing for office. These statements will be posted for the membership to review for a period of 4-weeks following the nomination period. If there is only one member standing for election, they will be acclaimed following the review period.
3. An electronic vote will be provided for membership voting. Voting will remain open for a period of 21 calendar days.
4. At the close of voting, the President will share the results with the Board and membership.
5. The positions begin on the 1st of July.

Procedure: Treasurer and Secretary

1. The Board President shall canvas Board members for those who wish to take on the responsibilities of the Treasurer and Secretary
2. If there is more than one Board member interested than a vote will occur within the Board.
3. If there is no one on the Board interested in these positions, a request for a volunteer from the membership can be made by the President.
4. The President will announce to the Board and membership the results each year.

Procedure: “Officers” at Large

“Officers” at Large are CES members who are providing support to the Board and/or replacing a member who has left the Board.

1. A motion is placed on the Board of Directors agenda for discussion and vote.
2. The Board as a whole will vote on motions to add members to the Board to support the activities of the Board.
3. Results of the votes on adding Directors to the board will be communicated to the membership by the President.

Procedure: Directors “Chapter Representatives”

1. Each recognized Chapter may name one Director in accordance with Chapter procedures and in accordance with this Policy. It is the intent that these Directors represent as far as possible the varied membership of the Society.
2. On an annual basis, each chapter President shall communicate to the CES President the name and contact information for the chapter’s representative to the CES Board of Directors.

Procedure: Industry Canada Notifications

The contracted secretariat for CES, on an annual basis (following the AGM) shall communicate the names of addresses of the officers of the Board to Industry Canada.



G-4: Removal of Officers/Directors

Title	Removal of Officers/Directors	Policy Type	Governance: G-4
Monitoring	Secretary	Date Adopted	November 2019
Approval	Board	Last Review	2021

Purpose

The purpose of this document is to establish the policy and procedures for the removal of officers or directors of the CES Board of Directors.

Policy

In accordance with Section 5.03 of the bylaws, directors or officers shall cease to be eligible to remain as directors or officers of the Society under any one of the following circumstances:

1. if at any time they shall cease to be a member of the Society;
2. if, by notice in writing to the Society, they resign their office;
3. if the members of the Society by Special resolution passed by at least two-thirds (2/3) of the votes cast at a meeting of the members of which notice signifying the intention to pass such resolution has been given, remove them from such office;
4. if at least two-thirds (2/3) of the votes cast by members of the Board at a meeting duly called for such purpose, to remove them from such office; or,
5. if they miss two (2) scheduled Board meetings including the Annual General Meeting during any calendar year, unless the Board determines that there are extenuating personal or other circumstances.

Procedure

If a director or officer is suspended or expelled as a member from the Society under the policy for expulsion of members, they are automatically removed from office under section 5.03 (a) of the bylaws and the procedures from the expulsion policy are followed.

A director or officer can be removed from office by the members by Special resolution or by the Board at a meeting called for such purpose for any one or more of the following grounds:

1. carrying out any conduct which may be detrimental to the Society and its reputation, as determined by the Board in its sole discretion;
2. for any other reason that the Board in its sole and absolute discretion considers to be reasonable, having regard to the purpose of the Society.

The CES Secretary is responsible for monitoring attendance of directors and officers at Board meetings and notifying the President when a Board member misses two Board meetings.

The CES President is responsible for discussing missed meetings with the director or officer and requesting an explanation. The President is to bring any non-extenuating issues to the Board for decision.

Formal notification of removal from office must be provided in writing on signature of the President



G-5: New Board Member Orientation

Title	New Board Member Orientation	Policy Type	Governance: G-5
Monitoring	President	Date Adopted	November 27, 2015
Approval	Board	Last Review	2021

Purpose

New Board members are added to the CES National Board at various times during the year. The purpose of this policy is to ensure that new Board members are informed of Board processes and can become productive members of the Board at the earliest possible date.

Policy

Within one week of appointment of a new representative to CES National, the Chapter Representative being replaced is to ensure the new representative's contact information is sent to the Board of Directors and a request is made for their addition to the Discussion Forum.

Within one month of appointment, the CES National President will extend a welcome to the Board member.

Procedure

- Information Package:** Within one month of appointment the Secretariat on the direction of the President will provide an information package to the new representative to include:
 - Orientation checklist,
 - List of and contact information for the Board of Directors Executive and Representatives and Administrative Contacts,
 - Provide a link to documents of the minutes and motions for the previous year so new representative can have a general understanding of the issues before the Board of Directors,
 - Document outlining the role of the Board of Directors and Representatives,
 - Explanation of the Travel policy and meetings covered as it relates to the Representative,
 - Copies of Bylaws, Policies, Strategic Plan and Committee Roles, and
 - Document on how Discussion Forum works including attaching/receiving documents and voting process.
- Corporations Canada Update:** Within one month of appointment the Secretariat on the direction of the President will obtain the address of new board members and update the list with

Corporations Canada. The Secretariat will also notify Board member of responsibility to update CES should their address change.

3. **Role:** Within one month of appointment the President will:
- a) Provide information on number, form and timing of meetings.
 - b) Explain the role of the Board of Directors and role of Representative.
 - c) Explain conflict of interest guidelines as they relate to the role as a Board director and Chapter representative.
 - d) Explain what can be communicated and the timing of such communications to Chapters.
 - e) Provide overview of committee structure; openings available; and determine best use of Representatives skills.

Within one week of appointment to a committee, the Committee Chair will contact the representative and explain the process of communication for Committee Work and number, form and timing of meetings.

The Chair of Governance and Process Committee will address any questions on bylaws, strategic plan, or Committee Roles within two weeks of the question being asked of the representative.

Appendix A – Guidelines on Chapter Representatives sharing/communicating with Chapters

Chapter representatives are meant to represent and speak to the views of their individual chapters. CES National Board of Directors Operating principles state:

- Chapter reps are the conduit between their chapter and CES.
- Chapter reps decide and act as fiduciaries of CES, not of their chapter.
- Directors debate, decide, and then speak with one team voice.

As the conduit between Chapters and the CES, Chapter reps are expected and encouraged to share information about CES National activities with their local chapters. Specific suggestions for sharing with Chapters include:

- Sharing meeting agendas ahead of National Board meetings as a possible way to get Chapter input into items to be discussed.
- Information about CES National activities (note: National Board meeting minutes are now being published on the National website)
- Decisions and rationale for decisions made by the Board

Chapter representatives are encouraged to share as much as possible with their local chapters. However, information not yet shared with the full Board (e.g., committee working documents or documents developed for Board consideration but not yet discussed at a Board meeting) should not be shared with Chapters. Additionally, sensitive information should not be shared. This may include:

- Information about personnel (other Board members, Secretariat or CES Board Support and Member Relations Contractor)
- Information about nominations for awards, or about awardees
- Financial details (except as published by the Board)

- Conflict between or among the National Board, or with any organizations with whom the Board interacts (e.g., Chapters, Secretariat, CES Board Support and Member Relations Contractor, contractors, others)
- Draft documents and projects in very early development unless chapter input is sought



G-6: Agenda and Meeting Planning

Title	Agenda and Meeting Planning	Policy Type	Governance: G-6
Monitoring	Board	Date Adopted	May 4, 2016
Approval	Board	Last Review	2021

Purpose

To ensure the best use of time and availability of Board Members.

Policy

To accomplish the Board's work in a style consistent with its policies, the Board shall follow an annual agenda that revisits the strategic direction and operation and continually improves Board performance through education and enriched input and deliberation. Accordingly, the cycle will end each year on June 30.

The cycle will start with the Board's development of its agenda for the next year to accommodate administrative planning and budgeting.

Procedure

1. Following the AGM, the President shall propose the dates and times for Board and Executive Committee teleconference and face-to-face meetings for the coming year.
2. The President shall prepare the standing agenda of reports and updates, decision and information items for Executive Committee and the Board at least 10 days prior to the meeting, unless an urgent matter must be dealt with.
3. Barring exceptional circumstances, documents which support discussions or votes to be held at the Executive Committee or Board meetings shall be posted to the forum 7 days prior to the meeting.



G-7: President and Vice-President Roles

Title	President and Vice-President Roles	Policy Type	Governance: G-7
Monitoring	Board	Date Adopted	May 4, 2016
Approval	Board	Last Review	2021

Purpose

To provide clarity of roles for the Board.

Policy

The President shall assure the integrity of the Board's process and may represent the Board to outside parties. Accordingly, a responsibility of the President is to ensure the Board behaves in a manner consistent with its own rules and those legitimately imposed upon it from outside the organization.

The President shall facilitate deliberation that's fair, open and thorough, but also efficient, timely and orderly.

The authority of the President shall consist in making decisions that fall within the bylaws.

The Vice-President shall fulfill the duties of the President when the President is absent, or the President is in Conflict of Interest.

Procedure

Robert's Rules of Order (<http://www.robertsrules.org/rror--00.htm>) shall be used.



G-8: Board Committee Principles

Title	Board Committee Principles	Policy Type	Governance: G-8
Monitoring	Board	Date Adopted	May 4, 2016
Approval	Board	Last Review	2021

Purpose

To establish a transparent and accountable committee structure that facilitates the work of the CES.

Policy

The following principles were identified and agreed to by the Board in the fall of 2015.

We are the CES Board of Directors: 11 Chapter representatives, 4 officers, and a CES Board Support and Member Relations Contractor.

We Inspire

Our purpose: supporting the production and use of high quality, professional evaluations. Micro: support evaluators; meso: support chapters/communities; macro: advocate for the profession.

We Engage

We plan a clear path for the coming years. Our approach: BoD thinks; Executive oversees; committees do: working groups involving grass roots. We debate respectfully. Our motto: communicate – before, during, after.

We Collaborate and Coordinate

Chapter reps are the conduit between their chapter and CES. Chapter reps decide and act as fiduciaries of CES, not of their chapter. Directors debate, decide, and then speak with one team voice. We aim to use face-to-face meetings to build relationships with chapters and stakeholders.

We Innovate

We don't fear stepping out of established paths: we focus on potential rather than barriers. We learn from others, experiment, pilot.

We Deliver

We identify needed resources, partners, support, structures, and processes. We make decisions rapidly. We set service standards. We focus on getting it done: do (even if imperfect), adjust, do, and adjust. We recognize and celebrate volunteer work. We pay attention to form and image.

We Serve

Our criteria for action: what are the benefits to members? Credentialed Evaluators? Chapters? The Profession? Our foci: credentialing, professional learning, partnering, communication.

We Measure

We set objectives. We implement simple checks and more formal evaluations. We keep an ear on the ground.

We Learn

We use evidence. We discuss results. We discard ineffective approaches. We grow effective organizational practices.



G-9: Code of Conduct

Title	Code of Conduct	Policy Type	Governance: G-9
Monitoring	Board	Date Adopted	May 4, 2016
Approval	Board	Last Review	2021

Purpose

To ensure transparency and accountability.

Policy

The Board commits itself and its members to ethical and businesslike conduct. This includes the proper use of authority and appropriate decorum when acting as Board members.

Board members must act with loyalty to the interests of the CES and its members. Board members will adhere to the Code of Ethics for Evaluators.

Board members shall exercise individual authority over the organization only as explicitly set forth in Board policies.

Board members' interaction with CES Board Support and Member Relations Contractor / contracted staff must recognize the lack of authority vested in individuals except when explicitly Board authorized. Members' interaction with the public, press or other entities must recognize the same limitation and the inability of any member to speak for the Board unless authorized to do so.

Board members will respect the confidentiality appropriate to issues of a sensitive nature.



TOR-1: Audit Committee

Title	Audit Committee	Review Date	Annually by the CES Board of Directors
Document Type	Terms of Reference: TOR-1	Effective Date	2015

Purpose

The Audit Committee reports to the CES Board of Directors. The Audit Committee assists the Board of Directors in fulfilling its oversight responsibilities in the areas of financial reporting, internal control systems and the annual audit processes.

Responsibilities

The Audit Committee is not directly involved in the financial operations of CES. The Audit Committee:

1. recommends the appointment of the external auditors, and the appropriate fee;
2. meets with the auditors to discuss and review the financial operations of CES;
3. ensures that acceptable accounting practices and controls are in place;
4. reviews the audited financial statements and recommends their approval to the CES Board of Directors;
5. reviews any reports from management that accompany published financial statements relating to the financial position or operating results for consistency of disclosure with financial statements themselves; and,
6. reviews draft annual CES budgets and makes recommendations as appropriate to the CES Board of Directors.

The Treasurer will be responsible for setting the agenda of the Audit Committee meetings

Composition

The Audit Committee shall consist of four individuals, including the CES treasurer and a CES member who is not a member of the Board of Directors, and the Director of Finance at Megram (or said contracted company). The Audit Committee will meet at least three times a year by telephone. The treasurer will act as chair of the Committee. Audit Committee members will be appointed by the Board of Directors. At least one member of the Committee will have relevant expertise in financial management.

Apart from the Treasurer, the term of office of the members of the Audit Committee is two years (renewable once).

Reporting

The audit committee shall report to the Board through the chair of the committee and provide an annual report of activities for the Annual Report.

TOR-2: Communication and Marketing Committee

Title	Communication and Marketing Committee	Review Date	Annually by the CES Board of Directors
Document Type	Terms of Reference: TOR-2	Effective Date	2015

Purpose

The Communication and Marketing Committee reports to the CES Board of Directors. The Communication and Marketing Committee assists the Board of Directors in fulfilling its oversight responsibilities regarding communication to members, the promotion of the Society and membership services.

Roles and Responsibilities

The Communication and Marketing Committee:

1. Oversees the Society's communications and publications;
2. Oversees membership recruitment and retention;
3. Oversees the planning and managing of services provided to Chapters and individual members by the CES at the national level and by CES service partners such as insurance companies;
4. Designs, implements and monitors membership information systems; and
5. Monitors designated CES policies.

Composition

The Communication and Marketing Committee shall consist of two or more members, including the Committee chair and other members of the Board of Directors. Board members will be asked to volunteer for the committee chair and in the event that more than one member is interested, a vote will be conducted within the Board. Board members will be asked to volunteer as members of the committees identifying their top two preferences. The President will review Board member preferences and announce the members of the committees during the face-to-face Board meeting. Individuals may be invited to join the committee, at the invitation of the Chair of the committee, as desired.

Reporting

The Communication and Marketing Committee shall report to the Board through the chair of the committee and provide an annual report of activities for the CES Annual Report.



TOR-3: Equity, Diversity, Inclusion, and Environmental Sustainability Standing Committee

Title	Equity, Diversity, Inclusion, and Environmental Sustainability Standing Committee	Review Date	Annually by the CES Board of Directors
Document Type	Terms of Reference: TOR-3	Effective Date	2021

Purpose

The purpose of the Standing Committee is to support CES as it strives to demonstrate leadership in the areas by modeling, advocating for, and implementing the adoption of practices, policies, and principles for Equity, Diversity, Inclusion and Environmental Sustainability.

Roles and Responsibilities

1. Working with other CES National Board Committees, CES entities (e.g., the e-Institute and its offerings, the Fellows, the PDP, and CES chapters) CES affiliates (e.g., CESEF, CUEE, CJPE) and CES members to **develop and recommend to the CES National Board standards** for enacting EDI&ES in the implementation of CES strategic priorities.
2. Support CES to **foster a safe and welcoming environment** for current and potential CES members.
3. **Collect and analyse data** to support Committee activities, working collaboratively with data collection activities of other CES committees and entities and undertaking new data collection efforts as necessary.
4. **Work with the Professional Learning Committee to support education and learning** as it relates to EDI&ES both internal to CES and in collaboration with CES external partners, stakeholders and affiliates.
5. **Advocate for the inclusion of the EDI&ES principles** in evaluation with CES stakeholders, evaluation practitioners and commissioners of evaluation, providing guidance as needed.
6. Building on the CES commitment to Reconciliation, identify opportunities for CES to support the implementation of the Calls to Action of the Truth and Reconciliation Commission of Canada.

Workplan and Resources

The Committee will create an annual workplan outlining actions, timelines, collaborators, and responsibilities. The workplan will align with the CES Strategic Plan and be submitted to the Board for approval.

Standing Committees operate based on the work of volunteers and have no ongoing budget for operations. If the CES budget allows, the committee may submit requests for funding for Special Projects in the National Budget planning process, which are then reviewed and voted upon by the full Board. The National Operations and Member Services Manager as well as the CES Secretariat may support the work of the committee, as their time and resources allow.

Composition

The EDI & ES Committee shall consist of the Chair and at least two other voting board members.

Board members will be asked to volunteer for the committee Chair. If more than one member is interested, a vote will be conducted within the Board.

The Chair may invite volunteers from the CES membership to join the committee for specific time-bound projects or tasks and functions that support the fulfilment of the Committee mandate and annual work plan. Volunteers will be non-voting ad hoc members of the Committee and shall be appointed as per the CES volunteer policy (CES Operations Manual OP13).

The CES President is an ex-officio member of the Committee.

Meeting and Communication

The EDI&ES Committee meets virtually, usually prior to each Board Meeting and in person during in person Board meetings. The EDI&ES Committee may meet more frequently depending on the Work Plan of the committee. The Chair is responsible for coordinating meeting times and setting the agenda.

Reporting

The EDI&ES Committee shall report on their activities to the Board through the Chair of the committee and provide an annual report of activities for the CES Annual Report.



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TOR-4: Executive Committee

Title	Executive Committee	Review Date	Annually by the CES Board of Directors
Document Type	Terms of Reference: TOR-4	Effective Date	Fall 2015

Purpose

The Executive Committee oversees the direction and management of the property, business and affairs of the Society between meetings of the Board of Directors.

Responsibilities

The Executive Committee acts on behalf of the Board of Directors when the Board is not in session and exercises all or any of the powers vested in the Board of Directors, save and except any powers reserved to the Board by the by-laws of the Society. The Executive Committee is always subject to the values, strategies, criteria, principles, and policies set out by the Board.

The Executive Committee shall be allowed to pass a resolution that would cause the Society to commit funds exceeding the budget established by the Board by more than the discretionary funds available to the President only if it is to deal with an urgent matter that cannot wait until the next Board meeting.

The Executive Committee shall meet as often as necessary to consider, resolve and manage the important strategic and business issues facing the Society.

Composition

The Executive Committee shall be comprised of a minimum of five and a maximum of nine members. The officers of the Board (the President, the Vice-President, the Treasurer, the Secretary, and the Past President) are standing members of the Executive Committee. Chairs of standing committees of the Board may be invited by the President to act as members of the Executive Committee. The Executive Committee is chaired by the President of the Society.

The term of the members of the Executive Committee is the same as their term in the position that brought them to the Executive Committee.

To allow for decisions, a meeting of the Executive Committee must be attended either by the President or by the Vice-President, and by a total of at least three members of the Committee.

Reporting

At each meeting of the Board of Directors, the President (or the Vice-President in the absence of the President) presents the minutes of the meetings of Executive Committee that took place since the last

meeting of the Board of Directors, for purposes of information, and answers any questions Board members may have.



TOR-5: Governance and Process Committee

Title	Governance and Process Committee	Review Date	Annually by the CES Board of Directors
Document Type	Terms of Reference: TOR-5	Effective Date	2015

Purpose

The purpose of the Governance and Process Committee is to ensure that the CES Board of Directors fulfills its legal, ethical, and functional responsibilities through adequate governance policy development and monitoring of Board activities and processes.

Roles and Responsibilities

1. Governance Framework

- a) Ensures appropriate governance principles, structures and procedures are in place to allow the Board to function effectively.
- b) Reviews, at least annually, the Board's bylaws, governance framework, governance policies and operational policies and advises the Board regarding areas of concern, best practices, and recommended changes, if any.
- c) Reviews and recommends approval of changes to Committee Terms of Reference recommended by other Board committees before presentation to the Board.
- d) Reviews, at least annually, the Board's Code of Conduct and Conflict of Interest policies to ensure they are current and appropriate, and addresses any issues or concerns.
- e) Reviews the protocol/framework guiding the Board's working relationship with staff.
- f) Suggests adjustments to relevant Board-policy documents in response to changes in legislation and/or strategic direction that affect the duties and responsibilities of the Board.

2. Contracting

- a) The Governance and Process Committee is responsible for reviewing all RFPs drafted by other Board members and Committees.
- b) The Project Lead is responsible for drafting contracts with contractors and vendors.
- c) The Committee is responsible for ensuring that contracts are monitored by designated committees or individuals for contract deliverables and renewals.

Nomination Process

The Committee, in conjunction CES contracted support staff and the current CES President, shall manage the nomination process for the positions of President and Vice-President as per the policy on Election of Officers (G-3). These tasks include:

1. Call for nominations
2. Receive nominations
3. Manage online member voting process
4. Notify current President of successful applicants

Awards

The Committee is responsible for managing the selection process for the “Contribution to Evaluation” and “Service to CES” awards and includes:

1. Call for nominations in November/December of each year.
2. Receive nominations within a 3-month period.
3. Manage online Board voting process.
4. Notification to Board of award winners.

Privacy Officer

The Chair of the Governance and Process Committee shall serve as Privacy Officer for the CES and will be responsible for management of the following aspects:

1. Reviewing information requests which the CES Communication and Marketing Committee Chair or designate does not feel readily meet the consent guidelines and directives.
2. Providing members with information on the existence, use or disclosure of any personal information about them that is currently in the possession or control of CES upon written request and proof of identity or providing members with a written reply outlining the reasons for refusal if the information is not provided.
3. Addressing questions or concerns related to the privacy policy or protection of personal information submitted in writing to the CES by investigating all comments or concerns and attempting to respond quickly to inform individuals of the steps, if any, that will be implemented to address comments or concerns.

Composition

The Governance and Process Committee will consist of a minimum of (3) CES Board Members. Board members will be asked to volunteer for the committee chair and in the event that more than one member is interested, a vote will be conducted within the Board. Board members will be asked to volunteer as members of the committees identifying their top two preferences. The President will review Board member preferences and announce the members of the committees during the face-to-face Board meeting.

Meeting and Communication

The Governance and Process Committee meets by teleconference prior to each Board Meeting and in person during in-person Board meetings. The Governance and Process Committee may meet more frequently depending on the Action Plan of the committee. The Chair is responsible for coordinating meetings times and setting the agenda.

Accountability and Reporting

The Governance and Process Committee reports to the Board through the chair of the committee and provides a report of activities for the Annual Report.



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TOR-6: Professional Learning Committee

Title	Professional Learning Committee	Review Date	Annually by the CES Board of Directors
Document Type	Terms of Reference: TOR-6	Effective Date	Fall 2015

Purpose

The Professional Learning Committee (PLC) reports to the Canadian Evaluation Society (CES) Board of Directors. The Professional Learning Committee assists the Board of Directors in fulfilling its responsibilities in the areas of professional development and continuous learning for members. CES aims to advance evaluation theory, knowledge and practice through leadership, advocacy, and professional development for members and non-members.

The Canadian Evaluation Society is committed to the professional development of its members, which is seen as a means of contributing to increased:

1. evaluation knowledge, skills and quality of practice among members;
2. ability to fulfill the requirements of the Credentialed Evaluators designation and its maintenance; and
3. level of interest in CES membership through sanctioned course offerings.

Responsibilities

The Professional Learning Committee is responsible for identifying the knowledge and skills relevant to the professional practice of evaluation in Canada, and for supporting and promoting their acquisition. The Professional Learning Committee of the CES Board of Directors is mandated to provide support and leadership to CES Chapters across Canada in the provision and on-going review of professional development opportunities to CES members as well as supervise the delivery of national opportunities. The Committee manages the development, maintenance and updates (including redesign) of CES

sanctioned recurring courses at the introductory, intermediate and advanced levels, and a range of other learning opportunities and events to support professional development in the field of evaluation.

The Professional Learning Committee will:

1. Consult with the CES general membership and Chapter Boards (including Chapter PL Forum) on learning needs and priorities for the CES to lead and fund (short-term, long-term).
2. Manage and support Chapters in their planning, delivery and reporting on the CES sanctioned recurring courses and co-coordinate their delivery with the CES Secretariat (refer to the Professional Learning Policy, OP-16, for roles and procedures).
3. Ensure that CES sanctioned courses and other professional learning offerings (webinars, topical workshops, pre-CES conference workshops, etc.) have a clearly stated purpose and realistic outcome-based learning objectives, and that objectives are linked to one or more CES professional evaluator competencies. See: <http://www.evaluationcanada.ca/competencies-canadian-evaluators>.
4. Undertake a cyclical review of CES learning tools, as needed, and make and provide revisions to Chapters' PL representatives.
5. Plan, deliver, monitor and evaluate activities as outlined in the PLC annual work plan.
6. Update and add appendices to the CES Professional Learning Policy, as needed (e.g., add outline of intermediate courses and confirm they follow same procedures as other sanctioned courses once implemented).

Composition of Committee

The Professional Learning Committee shall consist of the Chair and at least two other voting members, who are Board members. The VP and the e-Institute Director is a standing member of this committee.

Board members will be asked to volunteer for the committee chair and in the event that more than one member is interested, a vote will be conducted within the Board. Board members will be asked to volunteer as members of the committees identifying their top two preferences. The President will review Board member preferences and announce the members of the committees during the face-to-face Board meeting.

At the call of the Chair, the PL Committee shall meet a minimum of four times per year. Voting members attend the twice per year in-person CES Board of Directors meetings.

From time-to-time, the PL Committee Chair may recommend to the Board that a Call of Interest be made to CES members to volunteer. This will be for a time bound project, working group, or task-specific function - to support the fulfillment of the PL Committee mandate and annual work plan commitments. Volunteers will be non-voting and ad hoc members of the Committee.

For further information, refer to the General CES Volunteer Policy (OP-13).

Reporting

The Professional Learning Committee shall report to the Board through the chair of the committee and provide an annual report of activities for the Annual Report.



TOR-7: President

Title	President	Review Date	Annually by the CES Board of Directors
Document Type	Terms of Reference: TOR-7	Effective Date	January 2016

Roles of the President include:

Promote program evaluation, CES and the PDP in Canada and abroad

1. Engage with national, provincial, regional, and local governments.
2. Promote with like-minded associations.
3. Inspire media and other important actors.
4. Ensure partner and service provider relationships are managed (with the Past President).
5. Communicate proactively with all in the evaluation ecosystem, including users and producers of evaluation.
6. Represent CES at conferences, meetings of other associations, etc.

Lead the Society

1. Engage chapters and members in national plans and activities.
2. Ensure effective internal communications.
3. Rally the organization around the strategic plan.
4. Keep membership apprised of issues and solutions.
5. Produce President 's report for CES Annual Report by June 30 of each year.
6. Leads the meetings of the Board and Executive Committee, the Annual General Meeting, general meetings, and special meetings.

Oversee CES services and activities

1. Ensure an annual plan for programming is established and carried out (with Executive Committee).
2. Supports the Annual Conference Host Committee.
3. Supports and supervises the CES Board Support and Member Relations Contractor.
4. Be an ex-officio member of all Standing Committees.
5. Provide advice and assistance to all CES personnel, structures, and committees.
6. Ensure finances are being managed (with the Treasurer).

With the assistance of the Board, plan for succession to the Board and Executive Committee

1. Manages the selection process for Executive Committee positions.
2. Ensure election/ratification is conducted (with the Past President).
3. Contribute to the orientation new Board and Executive members.
4. Orient and transfer knowledge and files to the new President.



TOR-8: Vice-President

Title	Vice-President	Review Date	Annually by the CES Board of Directors
Document Type	Terms of Reference: TOR-8	Effective Date	June 2016

Purpose

The National Vice-President of the Canadian Evaluation Society is elected by members of the Society. Reporting to the President, the National Vice-President will administer the Professional Designations Program in addition to taking part in the deliberations of National Board and of the Executive Committee.

Roles and Responsibilities

1. PDP Operation

- a) Managing and providing guidance to the Application Administrator and the PDP Web-support/developer.
- b) Overseeing the development of the program and the evolution of its practices.
- c) Attending to any issues related to the Professional Designations Program.
- d) Communicating the outcomes of the CE application as outlined in the Credentialing Board Terms of Reference and Guidelines.

2. Credentialing Board

- a) Keeping the Credentialing Board informed of trends and issues.
- b) Moderating the discussions of the Credentialing Board members as issues arise, ensuring that the resolutions of issues are reached and necessary communications take place.
- c) Gathering the input of the Credentialing Board on the operations of the program.

3. National Board

- a) Reporting at each National Board meeting on CE operational data.
- b) Ensuring adherence to the policies, guidelines and National Board decisions pertaining to the Professional Designations Program and providing advice to the Executive, National Board and the Credentialing Board.
- c) Bringing to Executive and National Board any fundamental program changes or modifications to this policy, for consideration.
- d) Representing the Credentialing Board on National Board.

4. CES membership

Reporting on an ad hoc basis on changes and modifications to the implementation and delivery of the PDP.

5. CES members and non-members

Promoting the designation as a means of professionalization of evaluation.

6. Support to the President

- a) Be reliable counsel to President and be available to take on special assignments.
- b) Provide advice and assistance to Executive Committee, Chairs of Standing and Special Committees and National Board.
- c) In the absence of the President, assume President's responsibilities, which may include managing all meetings of Board and Executive and of official business at the Annual Meeting and general and special meetings.
- d) Produce the Vice-President's report for CES Annual Report at AGM each year.



TOR-9: Past President

Title	Past President	Review Date	Annually by the CES Board of Directors
Document Type	Terms of Reference: TOR-9	Effective Date	June 2016

Purpose

The Past President serves as an ex-officio member of the Board of Directors.

Roles and Responsibilities

1. Provide Support to the President, Executive and Board

- a) Be reliable counsel to President and be available to take on special assignments.
- b) Share corporate history with, provide advice and assistance, and draw attention to strategic matters to Executive, Chairs of Standing Committees, and the Board.
- c) Chair Working Groups that may be constituted to conduct specific tasks, such as the International Working Group.

2. Oversee National Strategic Partnerships

- a) Identify representatives to: Canadian Evaluation Society Education Fund (CESEF), Consortium of Universities for Evaluation Education (CUEE), and other strategic partnerships as they develop.
- b) Update Executive and Board of the activities of the national strategic partnerships.

3. Oversee International Strategic Partnerships

- a) Represent CES on the International Organization for Cooperation in Evaluation and serve as Treasurer.
- b) Serve as a member of the EvalPartners Management Group.
- c) Represent CES on other International organizations or initiatives as appropriate to the role of the Past President.
- d) Identify representatives to international organizations such as Joint Committee on Standards for Educational Evaluation (JCSEE), EvalPartners working groups, Réseau francophone de l'évaluation.



TOR-10: Treasurer

Title	Treasurer	Review Date	Annually by the CES Board of Directors
Document Type	Terms of Reference: TOR-10	Effective Date	June 2016

Roles and Responsibilities

1. Monitor and keep knowledgeable about the activities of the Board of Directors and draw to the attention of the Directors any matters or problems of particular concern.
2. Chair Audit Committee and report back to the Board of Directors on behalf of the Audit Committee.
3. Responsible for monitoring the following operational policies:
 - a) Signing Authority (OP-5)
 - b) Chapter Fee Allocation (OP-6)
 - c) Expense and Travel (OP-7)
 - d) Reserve Fund and Cash Flow Provision (OP-8)
 - e) Sponsorship (OP-11)
4. Review invoices, sign and mail cheques (generally once a month).
5. Review contracts from a financial perspective.
6. Monitor funds in the bank/s and ensure they are invested to maximize interest revenue and minimize bank charges.
7. Ensure that budgets and reports are ready for Board meetings and the AGM; present the results (revenues, expenses and members' equity) to the Executive Committee and the Board; provide advice on actions that could be taken. This may involve liaison with the CES accountant and/or auditor.
8. Work with the CES accountant and auditor to ensure that any issues in the keeping of the society's books are resolved; communicate with the accountant regarding line item changes to the budget that arise from Board activities and decisions.
9. Present a report on the financial health of the Society at the Annual General Meeting.
10. Participate as a member of the Conference Host Committee, with particular responsibility for reviewing service contracts and budgets, and approval of contracts and invoices above \$2,500.
11. Provide information and advice to the CES Executive on issues of a financial nature.
12. Participate as a member of CES Executive, on all issues that are dealt with by Council.
13. Manage Secretariat services with respect to financial operations.

14. Manage Organizational Risk:

- a) Maintain the Risk Registry for CES which is reviewed and updated as necessary and at least at each Face to Face meeting of the CES Board.
- b) Review and approve, annually, directors' and officers' third-party liability insurance coverage.
- c) Monitor and review, on behalf of the Board, the Company's insurance, claims and property risks.



TOR-11: Secretary

Title	Secretary	Review Date	Annually by the CES Board of Directors
Document Type	Terms of Reference: TOR-11	Effective Date	June 2016

Roles and Responsibilities

1. Prepare the minutes (record of agenda items, motions and actions) for Executive Committee and the Board of Directors meetings.
2. Record the minutes (record of agenda items, motions and actions) at the AGM.
3. Forward minutes of all meetings to the President for review.
4. Final draft minutes of all meetings are forwarded to the CES Board Support and Member Relations Contractor for posting and filing.



TOR-12: e-Institute Director

Title	Director of e-Institute	Review Date	Annually by the CES Board of Directors
Document Type	Terms of Reference: TOR-12	Effective Date	June 2017 / August 2021

Purpose

The purpose of the e-Institute Director is to oversee the growth and operations of the e-Institute.

Roles and Responsibilities

1. Policies, procedures, and quality standards:
 - a) Draft e-Institute policies, procedures, and quality standards, review existing policies, procedures and standards and recommend changes as appropriate.
 - b) Ensure adherence to the policies, guidelines and National Board decisions pertaining to the e-Institute.
 - c) Provide the Board with professional advice relevant to the e-Institute's growth and operations by identifying, assessing and informing the Board of internal and external issues that may affect the e-Institute and/or CES.
 - d) Liaise with the VP PDP, PLC Chair, Chair of EDI & ES and Student and Emerging Evaluator Representative to create synergies between e-Institute growth and operations and their portfolios, including the CES Professional Learning 5-year Strategic Plan.
2. e-Institute Operations:
 - a) Develop strategic and operational plans which incorporate the goals and objectives articulated in the CES Strategic Plan, as relevant to the e-Institute, in collaboration with members of the board and contractors.
 - b) Chair the e-Institute Curriculum Advisory Board, which advises the Director on courses, course development, selection of course developers, etc.
 - c) Oversee the management of course selection, development, pilot testing, quality assurance, translation, uploading of courses to the Velsoft learning system, and marketing of courses and the e-Institute.
 - d) Liaise with Velsoft to ensure back-end functions are efficient and effective.
 - e) Liaise with the CES secretariat to ensure appropriate systems and controls are in place (e.g., registrar functions, management of payments, etc.).
 - f) Collaborate with CES Chair of Communication and Marketing, the Chapters, and others as appropriate to develop and market/promote the e-Institute.

- g) Assist the treasurer in setting an annual budget for the e-Institute.
- h) Maintain an operations manual.
- i) Contribute to the CES Annual Report and produce reports on sales and course uptake for the Board and Executive, as required.

Appointment and Term

The Director of the e-Institute will be appointed by the CES Board as a Director at Large in accordance with the bylaws. The term of the position will be a three year, renewable by the Board.

Qualifications

- a) **Education:** graduate degree in related area and a minimum of 5 years of experience in an evaluation-related position.
- b) **Skills and Experience:**
 - Demonstrated leadership and management skills.
 - Background in evaluation, online learning, adult learning, instructional design, and professional development.
 - Knowledgeable in the use of technology in instruction and assessment.
 - Membership in the CES
 - Credentialed evaluator designation is an asset.
 - Strong team player.
 - Bilingualism is an asset.
 - CES members from Indigenous, racialized and other diverse groups are encouraged to apply.

Reporting

The Director of the e-Institute reports to the Board and is expected to attend all Board meetings. On occasion, the Director will be invited to attend Executive Board meetings.



TOR-13: Student and Emerging Evaluator Representative (SEER)

Title	Student and Emerging Evaluator Representative (SEER)	Review Date	Annually by the CES Board of Directors
Document Type	Terms of Reference: TOR-13	Effective Date	June 2017 / August 2021

Purpose

The Student and Emerging Evaluator Representative (SEER) will be a role held by a Member at Large. The SEER will support student and emerging evaluators within CES, represent their interests on the Board and advise the Board on all issues as they may affect emerging evaluators.

“Emerging evaluator” includes current students, recent graduates, new professionals, and those transitioning to evaluation from another field.

The term and other conditions of the SEER will be as defined as a Member at Large. According to the CES by laws, a member at large holds a 1-year renewable appointment as a voting member of the Board.

Roles

The roles of the SEER shall include:

- 1) **Outreach** to students and emerging evaluators in coordination with C&M Committee and Evaluation Mentoring Canada to:
 - a) Connect students and emerging evaluators with supports for their educational and career goals, including:
 - i) Job postings
 - ii) Mentorship
 - iii) Professional experience
 - b) Ensure that CES **opportunities**, including discounts, bursaries, scholarships, etc., are actively communicated to students and emerging evaluators
 - c) Ensure the communication of **activities** of interest to students and emerging evaluators (student case competition, opportunities to publish in CJPE, awards/opportunities from CUÉE, EvalYouth, etc.)
 - d) Consolidate and share a list of **events** of interest to students and emerging evaluators

- e) Liaise with the CES Secretariat to maintain relevant **distribution** and membership lists for students and emerging evaluators
- 2) **Report** on student and emerging evaluator activities, challenges and opportunities to the CES Board
- 3) **Facilitate the participation** of students and emerging evaluators in CES structures, including committees, working groups, task forces, chapter councils, etc. Specifically,
 - a) Support and encourage student and emerging evaluator **representatives** on CES chapter boards and CES student and emerging evaluator networks
 - b) Support chapters to create board/council roles for students and emerging evaluators
 - c) Explore the creation of a **national network** for students and emerging evaluators, and if considered feasible, facilitate its creation, with the support of the Board and others.
 - d) Support **communication and learning** between student and emerging evaluator representatives in each chapter
 - i) Share information about current initiatives
 - ii) Share key lessons learned
- 4) Maintain contact with the CES representative to **EvalYouth**, and apprise the board of matters of interest to CES
- 5) Ensure the inclusion of support for students and emerging evaluators in **the implementation of the CES strategic plan**
- 6) **Advise the board** on matters of interest to student and emerging evaluators.