

Table of Contents

1.0 **Privacy** 3

 1.01 Our Commitment to You 3

 1.02 Our Privacy Principles..... 3

 1.03 What Information is Collected? 4

 1.04 Types of Information We Collect 5

 1.05 Information Required for Common Activities 7

 1.06 What Information May be Disclosed to Outside Parties 7

 1.07 Sale of Information..... 8

 1.08 How We Safeguard Your Information 9

2.0 **Members** 10

 2.01 Responsibilities of Members..... 10

 2.02 Admission to Membership Requirements (Bylaw 2.03) 10

 2.03 Approval of Applications for Membership (Bylaw 2.04) 13

 2.04 Professional Development (Bylaw 2.05) 14

 2.05 Membership Certificates (Bylaw 2.06) 20

 2.06 Reinstatement of Membership (Bylaw 2.10) 20

3.0 **Classes of Membership** 21

 3.01 Life Membership (By Law 3.05) 21

 3.02 Honorary Membership (By Law 3.06) 21

4.0 **Public Practitioners** 22

 4.01 ENTRY INTO PUBLIC PRACTICE POLICY 22

 4.02 CONTINUANCE IN PUBLIC PRACTICE POLICY 24

 4.03 MENTOR PROGRAM POLICY 25

 4.04 EXEMPTION POLICY 27

 4.05 PEER REVIEW OPERATING POLICY 28

5.0 **Fees** 33

 5.01 Fee Structure 33

 5.02 Distinction between CGA Nova Scotia and CGA Canada Fees..... 33

 5.03 Dues for CGA Members Transferring to Nova Scotia..... 33

 5.04 Public Practice Fees..... 33

 5.05 Public Practice Inspection Fees..... 33

6.0 **Member Transfers**..... 34

7.0 **Meetings of the Association** 35

8.0 **Discipline** 36

9.0 **Board of Directors**..... 37

 9.01 Composition of Board (Bylaw 9.01)..... 37

 9.02 Responsibilities of Board..... 37

9.03	Term of Service (Bylaw 9.03)	38
9.04	Governor in Council Appointments (Bylaw 9.03)	38
9.05	Financial Signing Authority	39
9.06	Board Expenses	39
9.07	Conflict of Interest	40
9.08	National Representation	40
10.0	Removal of Directors	42
11.0	Meetings of the Board	42
11.01	Action Items: Financial Implications	43
11.02	Equity Policy	43
11.03	Observers at Board of Directors Meetings	43
11.04	Electronic Voting	43
12.0	Officers	44
12.01	Membership of the Executive Committee	44
12.02	President	44
12.03	Executive Committee	47
12.04	Executive Director	48
12.05	Financial Assistance to other CGA Associations	47
12.06	Formal Briefs	47
12.07	Investment Policy	47
12.08	Official Association Spokesperson	47
12.09	Seal of the Association	47

1.0 Privacy

1.01 Our Commitment to You

CGA-NOVA SCOTIA is committed to safeguarding your confidentiality and protecting your personal information. It is a fundamental tenet of the way we do business. This commitment has not changed with the arrival of the Internet and other online services. Instead, it has been extended to ensure that any online business you conduct with the Association is safe, private, and secure.

The Association is also committed to meeting or exceeding the privacy standards being established by federal regulators and industry bodies. We will comply with federal laws including the Personal Information Protection and Electronic Documents (PIPED) Act, when it becomes effective January 1, 2004. In the meantime, we have implemented a number of safeguards to ensure that the confidentiality of your personal information is safeguarded.

1.02 Our Privacy Principles

CGA-NOVA SCOTIA has always been, and will continue to be, committed to maintaining the accuracy, confidentiality, and security of your personal information. As part of this commitment, we have established Privacy Principles to govern our actions as they relate to the use of member and student information. You are invited to review these principles, which have been built upon the values set by the Canadian Standards Association's Model Code for the Protection of Personal Information and Canada's PIPED Act.

- Principle 1 – Accountability
- Principle 2 – Identifying Purposes
- Principle 3 – Limiting Collection
- Principle 4 – Limiting Use, Disclosure and Retention
- Principle 5 – Accuracy
- Principle 6 – Safeguarding Member and Student Information
- Principle 7 – Openness
- Principle 8 – Member and Student Access
- Principle 9 – Handling Complaints and Suggestions

Principle 1 - Accountability

CGA-NOVA SCOTIA is responsible for maintaining and protecting member and student information under its control. In fulfilling this mandate, CGA-NOVA

SCOTIA has designated an individual who is accountable for compliance with the Privacy Principles.

Principle 2 – Identifying Purposes

The purpose for which member and student information is collected shall be identified before or at the time the information is collected.

Principle 3 – Limiting Collection

The member and student information collected must be limited to those details necessary for the purposes identified by CGA-NOVA SCOTIA. Information must be collected by fair and lawful means.

Principle 4 – Limiting Use, Disclosure and Retention

Member and student information may only be used or disclosed for the purpose for which it was collected unless the member and student have otherwise consented, or when it is required or permitted by law. Member and student information may only be retained for the period of time required to fulfil the purpose for which it was collected.

Principle 5 – Accuracy

Member and student information must be maintained in as accurate, complete and up-to-date form as is necessary to fulfill the purposes for which it is to be used.

Principle 6 – Safeguarding Member and Student Information

Member and student information must be protected by security safeguards that are appropriate to the sensitivity level of the information.

Principle 7 - Openness

Members and students shall have access to information concerning the policies and practices that apply to the management of their information.

Principle 8 – Member and Student Access

Upon request, members and students shall be informed of the existence, use and disclosure of their information, and shall be given access to it. Members and students may verify the accuracy and completeness of their information, and may request, if appropriate, that it be amended.

Principle 9 – Handling Complaints and Suggestions

Members and students may direct any questions or enquiries with respect to the privacy principles outlined above or about our practices by contacting the designated person(s) accountable for privacy at CGA-NOVA SCOTIA.

1.03 What Information is Collected?

At CGA-NOVA SCOTIA, we gather and use personal information to provide you with the services you have requested or to offer additional products and services we believe you might be interested in. Most of the information we collect comes to us directly from you. For example, when enrolling in a course or CPD event, we will ask you to provide the information that enables us to complete your request.

The types of information we may ask for depends on the nature of your request. Information that is essential for fulfilling most requests and applications typically includes your name, mailing address, e-mail address, phone number(s) and contact ID number. We may also request additional information to help us identify members and students who may be interested in serving on Committees and Task Forces, or as volunteers for various Association activities and events.

When you visit the public areas of the CGA-NOVA SCOTIA Website, no information is collected that could personally identify you, unless you voluntarily choose to provide it. You are welcome to browse the public area of the CGA-NOVA SCOTIA Website at any time anonymously and privately without revealing any personal information about yourself.

1.04 Types of Information We Collect

At CGA-NOVA SCOTIA, we collect two types of information from our members and students and from CGA-NOVA SCOTIA Website visitors - personal information and anonymous/non-personal information.

Personal Information

Personal information is information that refers to you specifically. With your consent, we may gather personal information from you in person, at our office, over the telephone or by corresponding with you via mail or the Internet.

The type of information we usually collect and maintain for individuals who are neither members or students of CGA-NOVA SCOTIA includes:

- Name
- Mailing addresses - personal and business
- E-mail addresses
- Telephone and fax numbers - both personal and business
- Correspondence and contact history
- Transaction history

The type of information we usually collect and maintain for members and students of CGA-NOVA SCOTIA includes:

- Name
- Mailing addresses - personal and business
- E-mail addresses
- Telephone and fax numbers - personal and business
- Date of birth
- Correspondence and contact history
- Place of employment
- Education history
- Professional development history
- Transaction history

For members engaged in public practice or public accounting as a proprietor, partner or shareholder of a duly authorized incorporated company, the Association usually collects and maintains the following additional information:

- Firm name
- Name of partners
- Preferred areas of practice
- Practice review results
- Related correspondence
- Professional liability insurance information
- Transaction history
- Contact history

The choice to provide us with personal information is always yours. It should be noted however, that if you are a member or student of CGA-NOVA SCOTIA, your decision to withhold particular details may impact on your ability to meet the membership requirements and/or the education program enrolment requirements of the Association.

Anonymous/Non-Personal Information

The Association routinely collects anonymous/non-personal information. This type of information cannot be associated with or traced back to a specific individual or entity. For example, our Web servers collect some anonymous/non-personal information automatically when you visit the CGA-NOVA SCOTIA Website. This information may include the pages you visited, the type of Web browser you are using, the level of encryption your browser supports and your Internet Protocol address. The anonymous/non-personal information collected may be used for research and analytical purposes. For example, we are able to determine how many times our online privacy policy has been visited but we do not know any specific information about those visitors.

To help us better understand our markets, we may also gather information for analytical purposes by conducting anonymous member and student surveys, by extracting demographic information from existing files.

1.05 Information Required for Common Activities

The type of information you will be asked to provide will vary according to your activity or request as indicated in the following examples.

- Browsing the CGA-NOVA SCOTIA Website
 - You may browse the CGA-NOVA SCOTIA Website anonymously and privately.
- Event Registration
 - If you wish to register for a CGA-NOVA SCOTIA event you will be asked to provide your member number, name, address, applicable guest details and credit card information.

PD Reporting

When you report your professional development activities you will be asked to provide your member number and details of the CPD courses taken.

1.06 What Information May be Disclosed to Outside Parties

Affiliates and CGA-Canada

Information extracted from the CGA-NOVA SCOTIA member and student database is periodically provided to CGA-Canada. The information that is provided to CGA-Canada is as follows:

- Home address
- Preferred mailing address
- Birth date
- Gender
- Language preference
- Record of academic and professional accomplishments outside of the CGA program of studies
- A record of all courses enrolled in for the current year including the status of the enrolment
- Employment data including employer name, address, telephone and fax number, email address, industry type of the employer, position held and title of position
- What region of the province the member or student resides in

Governed by the provisions of an agreement between CGA-Canada and CGA-NOVA SCOTIA, the above information is used by CGA-Canada for the following purposes:

- Mailings approved by the CGA Affiliates for national programs such as CGA Magazine, annual reports, notices of Annual General Meetings and other statutory requirements, group insurance, marketing of national professional development programs, member surveys and any other mailing required by CGA-Canada to meet its corporate obligations
- To support analysis, research and management of educational, membership, marketing and public relations programs
- If a third party enquires of CGA-Canada as to whether or not an individual is a member or student of CGA-NOVA SCOTIA, CGA-Canada may only confirm that a person is a member or student at a certain time. However, CGA-Canada is obligated to advise the person making the enquiry that CGA-NOVA SCOTIA must be contacted in order to obtain the current status.

The agreement prohibits CGA-Canada from providing any personal information to third parties, selling the information in the database to third parties or from providing summary non-personal information in the database to third parties without first obtaining the agreement of CGA-NOVA SCOTIA.

When Required by Law

The type of information we are legally required to disclose most often relates to government tax reporting requirements. In some instances such as a legal proceeding or court order, we may also be required to disclose certain information to authorities. Only the information specifically requested is disclosed and we take precautions to satisfy ourselves that the authorities that are making the request have legitimate grounds to do so.

When Permitted by Law

There are some situations where we are legally permitted to disclose personal information such as when employing reasonable and legal methods to collect a delinquent account, a medical emergency or suspicion of illegal activities.

1.07 Sale of Information

At CGA-NOVA SCOTIA, member and student information is strictly confidential. We never sell, lease or trade information about you to other parties.

Our Employees

In the course of daily operations, access to private, sensitive and confidential information is restricted to those employees whose job responsibilities require them to access it. For example, only staff involved in the administration of ethics cases can access information related to that process.

All employees of CGA-NOVA SCOTIA are required to abide by the privacy standards we have established. They are also required to work within the principles of ethical behaviour as set out in our staff guidelines and must follow all applicable laws and regulations.

Unauthorized access to and/or disclosure of personal information by an employee of CGA-NOVA SCOTIA is strictly prohibited. All employees are expected to maintain the confidentiality of member and student information at all times and failing to do so will result in appropriate disciplinary measures, which may include dismissal.

Outside Service Suppliers

At CGA-NOVA SCOTIA, we sometimes employ outside organizations to perform specialized services such as surveys, mailings, market research or data processing. These trusted service suppliers may at times be responsible for processing and handling some of the information we receive from you. When we contract our suppliers to provide specialized services, they are only provided the information necessary to perform those services.

1.08 How We Safeguard Your Information

The Association uses state-of-the-art technologies and maintains current security standards to ensure that your personal information is protected against unauthorized access, disclosure, inappropriate alteration or misuse. All safety and security measures are also appropriate to the sensitivity level of your information.

Electronic client files are kept in a highly secured environment with restricted access. Paper-based files are stored in our secure operating premises.

2.0 Members

2.01 Responsibilities of Members

The fundamental role of each CGA member is to elect a board that is capable of fulfilling its obligations. Members also have a basic responsibility to engage in CGA NS activities as part of their professional development and that of the association. Studies show that volunteer leaders are more involved and committed to their organizations.

Specific responsibilities of the CGA NS membership are as follows:

- Attend the AGM to participate in discussion and vote on strategic and operational issues
- Through the Nominating Committee, recruit and elect qualified directors and executive
- Participate on CGA NS committees and task forces
- Approve any amendments to the by-laws of the association
- Approve any special resolutions brought before the membership
- Approve the appointment of the external auditor
- Provide timely input and feedback on issues or concerns
- Comply with the by-laws, regulations, and rules of professional conduct
- By personal example and by maintaining high professional standards, further the good reputation of CGA NS

2.02 Admission to Membership Requirements (Bylaw 2.03)

2.02 (1) EXAMINATIONS

All persons must have successfully completed the following examinations:

- a. Financial Accounting 4
- b. Taxation 1¹
- c. Any 2 of the Optional PACE examinations
- d. The Professional Applications examinations

2.02 (2) FEES

All persons must pay the initiation fee and the prorated Membership Dues as defined by Policy 5.01. These fees are to be paid in advance of admission.

¹ Those persons who qualify to take the Taxation 2 course and pass the subsequent examination will be exempt from completing the Taxation 1 examination.

2.02 (3) PRACTICAL EXPERIENCE

Before qualifying for certification a person must satisfy the Association that they have progressed to a position which requires a well-rounded knowledge of accounting or finance and/or a high degree of responsibility.

- a. The Education Committee will monitor the experience of a person enrolled in the Advanced and PACE levels. However, no person will be asked to withdraw from, or be prevented from progressing, in the academic program because they are not currently employed in an acceptable position or have not attained experience at a level compatible with their academic progress. Such persons will, however, be reminded in writing of the minimum experience required to qualify for certification.

Where in the opinion of the Education Committee, special circumstances exist, modification of the experience requirements may be granted on an individual basis. One or more of the following may be considered to be special circumstances:

- (i) extensive acceptable experience obtained prior to enrolment in the study program
 - (ii) current or prior experience requiring in-depth knowledge of accounting or finance, although not providing "hands-on" experience therein (e.g. teaching, financial systems experience, etc.)
 - (iii) other circumstances or situations which may arise from time to time and which in the opinion of the Education Committee warrant special consideration.
- b. Where prior experience is accepted by the committee to satisfy all or a substantial portion of the practical experience requirement and where it is not practical or possible to obtain the confirming signature of the prior employer, the Committee may require the student to obtain the signature of a professional accountant (one holding a recognized designation) who is personally acquainted with the student, or who through personal interview with the student, is satisfied with the accuracy of such past experience.
 - c. Where prior experience is accepted by the Committee to satisfy all or a substantial portion of the practical experience requirement, but where the prior experience was obtained other than in Canada, it shall be a pre-requisite for certification that the student has a minimum of one year employment experience in Canada in accounting and/or related functions, the suitability of which shall be determined by the Education Committee.
 - d. A person who has not satisfied the minimum practical experience requirements within two years of completion of all academic

requirements will, upon satisfying the experience requisite, be required to successfully repeat the Professional Application examinations and granting of the CGA designation will be delayed until this requirement is met.

2.02 (4) OTHER REQUIREMENTS

a. University Degree

All persons must have a university degree prior to certification.

b. Application for Admission Form

All persons must complete an Application for Admission.

2.03 Approval of Applications for Membership (Bylaw 2.04)

- a. Applications for admission can be presented to the Board for acceptance by electronic vote. The results of the vote will be confirmed at the next regularly scheduled meeting of the Board.
- b. Applications for Admission should be moved by the Secretary and Seconded by the Chair, Education Committee

2.04 Professional Development (Bylaw 2.05)

Preamble

The CGA Nova Scotia Continuing Education and Professional Development Program establishes the standards deemed appropriate for CGA professionals to meet the objectives of continuing education and development and to satisfy the member's duty to his/her peers and the public. The program was developed by the CGA Nova Scotia Professional Development Committee and based on guidelines, research and findings obtained from the programs of other CGA affiliates and CGA-Canada.

The authority for such a program is provided through Article 2.05 of the Certified General Accountants' Association of Nova Scotia Bylaws. Accordingly, the Professional Development Committee will administer the program.

The professional development policy recognises a variety of educational methods and avenues open to members in the pursuit of their development and allows for a flexible approach to continuing professional education. This policy was approved by the CGA Nova Scotia Board of Directors and is effective beginning the reporting year 2000 (i.e. members will report their year 2000 activities under the new system beginning January 2001).

Policy Statement

The CGA Nova Scotia Continuing Education and Professional Development Program exemplifies the Association's commitment to self-regulation, public accountability and professional excellence.

Application & Exemption

- a. All active members of CGA Nova Scotia, including those with non-resident status and those on educational leave, are required to participate in the Professional Development Program. Members who are classified as "Inactive" or "Associate" members are exempt from participation.
- b. New graduates are exempt from reporting in their first year following certification; however, at the member's option, they may commence the program immediately following their acceptance into membership.
- c. Members transferring from another Association will carry forward accumulated credits from the former Association and will be required to begin the program upon their acceptance into membership.
- d. In recognition of special circumstances (i.e. serious illness, hardship, etc.), the Professional Development Committee has within its discretion the power to grant exemptions from participation in the Professional Development Program. Application for exemption must be made in writing and such application must be approved. Upon change of status, such that a member no longer qualifies for exemption, the member must start a new reporting period immediately.
- e. Members may file a request for a leave of absence from reporting CPD credits for maternity/paternity leave using the above procedures. Maternity/paternity leave is available for a maximum of two concurrent years.

Reporting

- a. The program will essentially be self-regulatory with each member bearing responsibility for ensuring the completion of appropriate professional development activities.
- b. Credits are to be reported on a calendar year basis, using the prescribed form, to demonstrate a member's participation in the program.
- c. The Association will distribute the form to members on an annual basis no later than January 31 of the following year.
- d. Credits earned in a reporting year are to be filed with the Association no later than March 31 of the following year.
- e. If the Association does not receive a report from the member, it will be treated as a "NIL" report and zero credits will be assigned for that reporting period.
- f. At the discretion of the Association, late-filed reports may be accepted.
- g. Members will be advised of the accepted credits earned and receive a statement of the current status of accumulated credits no later than July 31 of the year in which the report is filed.
- h. A member wishing to appeal the number of credits granted may appeal in writing within 30 days of the date of notification of the current status of accumulated credits.
- i. To uphold the integrity of the Program, and thereby the Association's professional standards, a random sample of reports will be selected each year for review. As such, members should retain appropriate documentation to support credits claimed for the most recent three-year reporting period (i.e. course transcripts or syllabus, article(s) published, confirmation of seminar attendance, etc.).

Qualifying Topics

- a. Continuing professional education has been broadly defined to encompass subjects relevant to a member's employment or career and subjects that will increase the general skills or expertise of a professional accountant.
- b. Members practice in a wide variety of positions which require knowledge in a number of different areas such as, but are not limited to:

Accounting	Business Valuation	Labour and Personnel Relations
Bankruptcy	Credit Management	Human Resource Management
Auditing	Business Communication	Business and Management Theory
Statistics	Estates and Trusts	Capital Expenditure Decisions
Economics	Industry Understanding	Financial Management
Business Law	Interpersonal skills	Information Systems and EDP
Insurance	Marketing	Investment Management
Budgeting	Risk Management	Personal Financial Planning

Banking	Treasury Management.	Behavioural and Social Sciences
Taxation		Public Practice Management

- c. Language if it is relevant to a member's current employment.
- d. Activities such as attendance at courses, seminars and technical sessions qualify as continuing professional education. Other activities such as participation in special interest groups and self-study may also qualify as continuing professional education. If the member participates in an activity that satisfies the spirit of continuing professional education but it is not listed, the member should forward a detailed description of the activity to the Association for consideration.

Credit System

The Program is designed to monitor the membership's professional development, through participation in structured as well as unstructured continuing education activities. This section defines the general rules and guidelines to earn credits under this program.

- a. Every member shall accumulate a minimum of 100 credits on a three-year moving total basis ending December 31st of the reporting year.
- b. Credits for professional development activity are determined by the nature of the activity (see chart below). Advance rulings as to the eligibility of specific activities undertaken by members may be obtained by contacting the Chair of the Professional Development Committee.

ATTENDANCE AT SEMINARS/COURSES

		Credits	Comments
A1	Seminars, in-house training	10	<i>Max. 48 credits per course</i>
	<ul style="list-style-type: none"> • One day (6-7 hours per day) • Half day (3 + hours) • 1-3 hours 	5	
	Special interest study groups, breakfast, lunch, dinner presentations	3	
	<ul style="list-style-type: none"> • 1-3 hours (minimum one hour) 	3	
A2	A community college/night school (non-credit) course	3	
	<ul style="list-style-type: none"> • 1-3 hours (per night) 		
A2	Audio Visual presentation (Group Study)	5	
	<ul style="list-style-type: none"> • Half day (3+hours)1-3 hours 	3	
A3	Academic post secondary (credit) courses	50	Requirements for successful completion and passing grades are established by the sponsoring body
	<ul style="list-style-type: none"> • completion of course • passing final exam 	20	
A4	<ul style="list-style-type: none"> • Distance education courses with independent assessment (including CGA Program of Professional Studies) each successfully completed assignment submitted for evaluation 	5	Requirements for successful completion and passing grades are established by the sponsoring body <i>Max. 50 credits per course</i>
	<ul style="list-style-type: none"> • Successfully passing final exam 	20	
A5	Distance education courses with self-assessment	25	<i>Max. 25 credits per year</i>
	<ul style="list-style-type: none"> • CGA-Canada self study courses <ul style="list-style-type: none"> ➤ Comprehensive Tax Study Series ➤ Financial Managers guide to Networks ➤ Practical Aspects of business valuation • CGA Program of Professional Studies • Video/CD ROM-course (1-3 hours) • Other self study courses 	3 per lesson 5 1 credit for every 2 hours of study	

DEVELOPMENT/PRESENTATION OF SEMINARS/COURSES

		Credits	Comments
B1	Development OR presentation of seminars/courses <ul style="list-style-type: none"> • A complete semester • Full day Half day • 1-3 hours 	75 20 10 5	First time only
B2	Development AND presentation of seminars/courses <ul style="list-style-type: none"> • a complete semester full day • half day • 1-3 hours 	100 30 15 10	First time only
B3	Tutoring a CGA course	1 credit for every hour of tutoring	First time only <i>Max. 15 credits per year</i>
B4	Marking of CGA assignments	25	First time only
B5	Review and critique of the Association's examinations and continuing professional education material	10 per course	First time only <i>Max. 30 credits in a 3-year period</i>

CAREER RELATED ACTIVITIES

		Credits	Comments
C1	Occupational or industry change Major change in type of employment (e.g. from public practice to industry) or major changes in job responsibilities that require significant development of additional or new skills (e.g. working in a different industry, moving to a new department that is significantly different, assuming increased responsibilities).	10	<i>Max. 30 credits in a 3-year period</i> Member must provide a detailed description of activity.
C2	Responsibility for major corporate changes Major involvement in special projects such as a merger, take-over, debt/equity issue, major financial re-organization, research & installation of computer software	10	First time only <i>Max. 30 credits in a 3-year period</i> Member must provide a detailed description of activity.

OTHER ACTIVITIES

		Credits	Comments
D1	Active service with a not-for-profit organization	10	<i>Max. 30 credits in a 3-year period</i>
D2	Non-structured continuing professional education <ul style="list-style-type: none"> • Personal study of technical material • Self-training on application software 	10	<i>Max. 10 credits per year</i> 5 credits/minimum 50 hours 5 credits/minimum 50 hours
D3	For each article of a professional nature (minimum 1,000 words). Examples could include: <ul style="list-style-type: none"> • Article in employer's newsletter • Article in CGA Magazine 	10	<i>Max. 10 credits per year.</i>
D4	For each document of a professional nature that requires original thought and substantial research (minimum 7,500 words). Examples could include: <ul style="list-style-type: none"> • Textbook • Formal submission to other organizations or bodies 	Up to 100	Submit a copy for review
E1	Requests for credits not specified above	Varies	Member must provide a detailed description of activity.

Non-Compliance

If a non-exempt member fails to achieve the minimum required number of credits in a 3 year moving total reporting period, the following course of action will be taken.

- a. The member will be notified in writing of the apparent shortfall.
- b. The member will be required to submit a written response to the notice of apparent non-compliance within 30 days. The response must either dispute or confirm the credit shortfall. If a shortfall has occurred an appropriate action plan to cover the shortfall should be included. If the member is disputing the assessment they must state the reason for the dispute and provide supporting documentation. If a member does not submit a response to the notice of apparent shortfall, the member will be deemed to have confirmed the credit shortfall.
- c. Based on receipt and approval of an appropriate action plan to remedy the shortfall, the association may allow an extension period of up to 1 year.
- d. If a member does not respond to the notice of apparent shortfall or if subsequent to the extension period, a member is still found to have accumulated fewer than the required number of credits, the member shall be notified in writing by the Professional Development Committee that he/she is not in compliance with current professional development policy and that the matter is being forwarded to the Discipline and Ethics Committee for further action.

2.05 Membership Certificates (Bylaw 2.06)

- a. The date on the Certificate shall be the date on which persons are approved for membership in Nova Scotia by the Board of Directors.
- b. The wording on the Membership Certificate shall be:

"The Certified General Accountants Association of Nova Scotia hereby certifies that (*name*) has met the Association's requirements of professional competency and having solemnly pledged to be bound by its standards of conduct, is hereby admitted to membership and is granted the right to use the designation 'Certified General Accountant', and the initials 'CGA'."

2.06 Reinstatement of Membership (Bylaw 2.10)

- a. Reinstatement of membership to former members after an absence of fewer than three years, when granted, is dependent on the payment of all dues that were payable at the time of resignation or suspension, and all dues that would otherwise have come payable since the date the membership lapsed.
- b. Reinstatement of membership to former members after an absence of more than three years, when granted, is dependent on:
 - (i) paying the total of the most recent three years annual membership dues
 - (ii) paying the current reinstatement fee
 - (iii) writing and passing the Professional Applications examinations

3.0 Classes of Membership

3.01 Life Membership (By Law 3.05)

The "Life Membership" award is an honorary distinction conferred by the Certified General Accountants' Association of Nova Scotia on a member who has rendered exceptional service to the Association, to the profession, or to society in general. Both professional and social or humanitarian contributions are recognized equally, in recognition of the distinction brought to the Association through the accomplishments of its members.

Life members are not required to pay annual fees, or any special dues or assessments.

Candidates may be nominated by any five members in good standing. The nomination form must be completed in full and submitted to the Awards Committee.

3.02 Honorary Membership (By Law 3.06)

The "Honorary Membership" award is a distinction conferred by the Certified General Accountants' Association of Nova Scotia on an individual who has rendered exceptional service to the Association or to the profession.

Candidates may be nominated by any five Members in good standing. The nomination should include a full description of the services provided to the Association.

Honorary members are not required to pay annual fees, or any special dues or assessments.

4.0 Public Practitioners

4.01 ENTRY INTO PUBLIC PRACTICE POLICY

4.01 (1) REGISTRATION

All members intending to engage in the practice of public accounting are required to register with CGA Nova Scotia before starting in public practice and then to re-register annually.

4.01 (2) DEFINITION OF PUBLIC PRACTICE

For the purpose of the registration requirement, the practice of public accounting includes offering to perform or performing for a client one or more types of professional services involving the use of accounting or auditing skills (this includes any preparation of financial statements); one or more types of financial, accounting or tax management advisory or consulting services; and includes the preparation of corporate tax returns, personal tax returns, trust returns, charity tax returns and the furnishing of advice on tax matters for a fee or as a volunteer.

4.01 (3) TAX PREPARATION SERVICES

A member who is exclusively providing any tax preparation services for a fee must register with CGA Nova Scotia and purchase professional liability insurance.

A member who is solely providing personal income tax preparation services for a fee is subject to a limited registration process which requires only payment of a reduced registration fee, if applicable, and professional liability insurance. Limited registration is for T1 tax preparation only, (no balance sheet and annual fees under \$2,000).

4.01 (4) VOLUNTEERS

All CGAs providing public accounting services as volunteers are subject to a limited registration process, but are not subject to a peer review.

4.01 (5) EXCLUSIONS

A member will not be considered to be engaged in public practice if the member is:

- (a) employed in public practice by a public practice firm,
- (b) solely providing bookkeeping services that do not extend to the preparation of financial statements,
- (c) solely providing personal income tax preparation services without a fee,
- (d) solely providing tax services as a Barrister or Solicitor.

4.01 (6) ENTRY REQUIREMENTS

To register in public practice the member is required to:

- Forward the completed Registration Form for New Public Practitioners (Form R-1) to the CGA Nova Scotia office.
- Purchase professional liability insurance. (Every public practitioner must have the basic minimum liability insurance coverage (\$1,000,000) and evidence of such insurance must be filed with the Association when requested. A fine may be levied for failure to maintain professional liability insurance. Practitioners must submit an application for professional liability insurance with the insurance broker. There is a reduced insurance premium rate for part-time practitioners (fees \$15,000 and under) and no fee for volunteers.)
- Acquire and maintain CGA Canada's Public Practice Manual and the CICA Handbooks
- Fulfill all Education requirements within twelve months of registration.²
 - Complete the two-day Orientation to Public Practice Seminar.
 - Complete the CICA Handbook GAAP and GAAS Review seminar in person.
 - Completion of the CGA Taxation 2 course assignments within the past 2 years or within twelve months of registration. Proof of successful completion of the course will be evidenced by submission of a transcript of assignment marks from CGA or other acceptable document.
 - Completion of the CGA Auditing 2 course assignments within the past 2 years or within twelve months of registration. Proof of completion of the course will be evidenced by submission of a transcript of assignment marks from CGA or other acceptable document.
- Have a minimum of two years experience at a senior level in a professional accounting firm (CGA, CA, CMA) as an employee (member or student) within the previous five years from the date of application.³

² Any of the education requirements may be exempted for appropriate experience and/or equivalent education upon written request to the Public Practice Committee detailing the appropriate education and/or equivalent experience.

³ Equivalent experience may be accepted upon written request to the Public Practice Committee detailing the experience is at a senior level and has included exposure to ethical matters, the planning, preparation and/or supervision of compilation, review and/or audit engagement files, personal and corporate tax planning, and preparation of personal and corporate tax returns.

Members who do not meet this experience requirement are required to engage a mentor, who has been approved by CGA Nova Scotia, to review the first ten audit or review files and the first five compilation files and related corporate tax work before the release of the said files. However, the practitioner's first three audit or review engagement files have to be mentored at any stage in the member's career.

4.02 CONTINUANCE IN PUBLIC PRACTICE POLICY

Every member engaged in the practice of public accounting is required to register with CGA Nova Scotia annually January 1.

Any member who ceases to be engaged in public practice shall notify the CGA Nova Scotia Association Public Practice Committee in writing within sixty days of the discontinuation of the practice activities.

Every public practitioner is required to carry the basic minimum professional liability insurance coverage (\$1,000,000) and provide proof of coverage if requested. There is a reduced insurance premium rate for part-time practitioners (fees \$15,000 and under) and no fee for volunteers.

The CGA Association offers a group insurance program for professional liability errors and omissions insurance for members. Special reduced rates are available for part-time practitioners. The policy also covers defense costs, subject to the limit of liability (basic minimum \$1,000,000 with a \$3,000,000 aggregate which can be increased to \$3,000,000 with a \$6,000,000 aggregate per CGA, subject to the deductible for each loss). There is also an optional office insurance package through the Association's broker.

Every member engaged in the practice of public accounting shall have met, and continue to meet registered practitioner educational and practical experience standards established by the Board.

Every member engaged in the practice of public accounting offering reviewable services from an office in Nova Scotia shall be peer reviewed at least once every four years. Every new practitioner shall be peer reviewed within six to twelve months of initial registration or within six to twelve months after completion of the mentor program.

Every member engaged in the practice of public accounting is required to obtain and maintain up-to-date copies of both the CGA-Canada Public Practice manual and the CICA Handbook publications. This shall be monitored through the required practice inspection peer review process.

For practitioners moving permanently from one province to another province, The provincial CGA Associations, through the Affiliation Agreement, provide for the transfer of members and each agree to accept a member in good standing into the provincial CGA Association from an affiliated association. The Interprovincial Barrier Reduction paper for CGA practitioners approved by CGA Canada June 12, 1996 and by CGA Nova Scotia January 18, 1997, ensures that for mobility purposes, practitioners satisfying the entry requirements in one province should be satisfactory for all provinces.

Practitioners who provide services to clients residing in other provinces are required to register with the appropriate provincial affiliate association on their annual registration date. Two forms of registration apply to interprovincial activities:

- 1) **Short Form Registration**—Practitioners complete this form in every province where one or more of a practitioner’s clients reside or have significant business operations.
- 2) **Long Form Registration**—Practitioners complete this form in every province where the practitioner/firm has a permanent office and/or holds themselves out as public practitioners in that province.

Practitioners are required to contact the provincial CGA Association offices, in the provinces in which they offer services, for the appropriate form.

4.03 MENTOR PROGRAM POLICY

Under the Public Practice Requirements, members offering professional accounting or related service to the public must meet relevant practical experience requirements. Members wishing to enter into public practice who do not meet the practical experience requirements must obtain the services under a mentor, in accordance with the Public Practice Mentor Program. A Mentor Referral List is available upon request from the CGA Nova Scotia Association office.

The mentor is to be engaged by the member and the member is responsible for selecting and negotiating the financial arrangement with the mentor independently from the Association.

The Member is required to engage a Mentor, who has been approved by CGA Nova Scotia.

The mentor agreement must be in place and the mentor must acknowledge his/her appointment as mentor to the Association in order to meet the mentor requirement in the member's application for public accounting or the existing members peer review process. (Refer to sample confirmation of appointment letter.)

The first ten audit or review files and the first five compilation files, and related corporate tax work are to be reviewed by the mentor. A member may apply to shorten the mentor engagement period if, under the recommendation of the mentor, the member successfully meets the requirements for audit or review or compilation engagements under the peer review program before the required ten (10) files have been completed.

If the first ten files do not include three audit or review engagement files, then the practitioner's first three audit or review engagement files and related tax work have to be mentored at any stage in the member's career.

The mentor agrees to review the required financial statement files and related corporate tax work before the release of the said files. It is the responsibility of the member practitioner to ensure files are provided to the mentor in sufficient time to meet this timeline.

Members already in public practice who are encountering problems in their practice may also be required to engage a mentor.

A Mentor Review Checklist and Mentor Log Report of the files reviewed with a summary of findings is to be maintained by the mentor and provided to the Association as part of the peer review process (Samples are available from the CGA Association). Mentors are also required to submit a copy of their Mentor Log Report to the Association annually at January 1. If no files have been reviewed since the last requested date a "nil" report should be filed. Mentors may also be requested to provide copies of file checklists upon request, by the Association.

If the mentor is not satisfied with the progress of the new practitioner, the practitioner may be required to:

- (a) Attend the CICA Handbook GAAP and GAAS Review seminar for a second time,
- (b) Attend the Orientation to Public Practice in person Seminar for a second time,
- (c) Take the CGA Auditing course including the Audit Practice Set (no exam required),
- (d) Attend other related practice seminars/courses for file preparation and financial statement presentation.
- (e) Extend the mentor program.

4.03 (1) MENTOR QUALIFICATIONS

The minimum qualifications for members to act as mentors under the program are:

1. Members have completed their public practice entry requirements;
2. Members are currently registered in public practice and meet all of the continuing requirements;
3. For Members to mentor a practitioner to perform audit engagements, The Members must conduct audit engagements in their practice, in addition to providing review and compilation services and related tax work; And
4. The CGA or CGA Firm must have had a minimum of one successful practice review. Or
5. The member is a CGA working in a CGA firm currently registered in public practice, that currently meets the above four conditions, at a senior (manager) level. (If the member is an employee, CGA Nova Scotia will need a satisfactory reference from the CGA employer, as well as permission in writing from the CGA employer for the employee to act as a mentor.)

4.04 EXEMPTION POLICY

4.04 (1) REGISTRATION

A member will be exempt from registering and not be considered to be engaged in public practice if the member is solely providing bookkeeping services that do not involve the preparation of financial statements, or if the member is solely providing casual T1 personal tax preparation services without a fee. However, a member providing bookkeeping services who wishes to obtain insurance from the CGA insurance Marsh Canada Limited must contact the insurance broker for confirmation, register with the Association and submit an insurance application form to Marsh Canada Limited.

4.04 (2) ORIENTATION TO PUBLIC PRACTICE

Requests for exemption from attending the Orientation to Public Practice Seminar shall be assessed for those members who can provide proof of attendance within two years prior to the date of application for registration.

4.04 (3) GAAP AND GAAS REVIEW

Requests for exemption from the CICA GAAP and GAAS Review In Person Seminar shall be assessed for those members who can provide proof of attendance within two years prior to the date of application for registration.

4.04 (4) CGA TAXATION 2 AND/OR CGA AUDITING 2

Requests for exemption from CGA Taxation 2 and/or CGA Auditing 2 assignments shall be assessed by CGA Nova Scotia's Public Practice Committee and shall be supported by written confirmation from the member's employer describing his/her taxation and/or auditing experience of at least three years duration within the past five years.

- Proof of completion of the Advanced Taxation and Advanced Auditing courses within two years prior to the date of application for registration will also be accepted for an exemption.

4.04 (5) MENTOR PROGRAM

Requests for exemption from the Mentor Program shall be assessed and granted provided the member can provide written confirmation from his/her public practice employer that he/she was employed for a period of at least two years within the last five years. The employment shall have provided experience at a senior level in the preparation or supervision of compilation and review engagement files; personal and corporate tax planning, and preparation of personal and corporate tax returns.

4.05 PEER REVIEW OPERATING POLICY

4.05 (1) REGISTER

The public practice firm register, shall serve as a control record for reviews conducted. The register will include the following information:

1. firm name
2. type of registration
3. registration year
4. entry year requirements completed
5. number of audits, reviews and compilations conducted by the practice
6. nature of activities and service codes
7. preferred practice
8. branch office/province
9. other provinces in which registered
10. type of firm: sole practitioner (S), partnership (P), corporation (C), professional corporation (PC), partnership involving professional corporations (PPC), limited liability partnerships (LLP)
11. full time/part time/voluntary
12. last review date
13. type of review
14. last review reviewer
15. action
16. insurance

Non-Resident Firms

In addition, a second registry will be maintained for non-resident firms registered as associate members with the Association. Non-resident firms comprise of CGA firms whose home province is not Nova Scotia, however, the firms have client activities within Nova Scotia's jurisdiction. Responsibility for conducting periodic practice reviews remain with the home province, with

the home province affiliate advising of any deficiencies and/or disciplinary actions. If the non-resident firm maintains an office in Nova Scotia, then the CGA Nova Scotia Association reviews the Nova Scotia office.

4.05 (2) FREQUENCY OF REVIEWS

Practice peer reviews shall be conducted at the following intervals:

- a) initial – 6 to 12 months/as soon as completed clients' files are available upon recommendation from the mentor
- b) thereafter – every 4 years
- c) special - as ordered by the committee or board

4.05 (3) SELECTION OF REVIEWS

The Public Practice Committee shall select practices for review taking into consideration the frequency requirements or any other special need, which may be identified from time to time.

4.05 (4) SELECTION OF REVIEWER(S)

The committee shall appoint a member or members in good standing from time to time to serve as practice reviewer, under such terms and conditions set by the committee.

4.05 (5) ENGAGEMENT ARRANGEMENTS

The practice reviewer contacts the firm to be reviewed and sets up a mutually acceptable time and date. In accordance with the national and CGA Nova Scotia practice review program, when an extension or postponement of a review is made, the time for the next scheduled review is not also extended (ie. It should be based on the cycle date).

The reviewer then advises the office so that an engagement letter may be prepared. The reviewer takes the engagement letter to the firm at the time of the review for signature, leaving one copy for the firm, one copy for the reviewer and one copy for the review file.

4.05 (6) CONDUCT OF THE REVIEW

- a) The reviewer will visit the practitioners at their place of business. The reviewer will select the files to be reviewed from a list of all files, supplied by the practitioner. Where distances make personal visits impractical/not cost effective, then the reviewer may request the selected files to be sent to him/her. Selected files may be sent to the reviewer by mail or other secure means. The reviewer will explain that they are not permitted to accept a client whose file has been reviewed as part of a Practice Review engagement, and that they are not permitted to disclose any information or documents without the practitioner's written consent except to the Practice Review Committee.
- b) The reviewer will select client files for review on a random basis, but will only review those files that have been completed since the last review of that practice. As a minimum, one client file of each type of engagement (audit; review; non-review) will be reviewed. If there is no client file of any type of engagement, the reviewer is to indicate this on the information page (first page of the working papers). There is no maximum number of files that may be reviewed.
- c) In the case of multiple partner offices, internal control shall be evaluated to determine the extent of file review necessary. Where common firm standards exist, practice reviews may be conducted on an office or firm basis, ensuring that the sample of files selected include some files of each partner. If common standards are not followed by the firm, then a review is conducted on each partner.
- d) The reviewer will score each question of the review working papers using and the following criteria:

Score

- **No** - no evidence that the procedure was carried out
- **Yes** - evidence of full compliance with standards
- **N/A** - not applicable

- o The reviewer will add comments as applicable.
- e) The Public Practice Committee will tabulate the review results on the summary page.

4.05 (7) RESULTS OF PRACTICE REVIEW

The reviewer will send the completed review working papers together with the review submission form, under confidential label, to the attention of the Practice Committee at the CGA Association office.

The Public Practice Committee will review the results and the peer reviewer's comments, without disclosing the identity of the member being reviewed. The committee will tabulate the score and assess the score of each file reviewed to determine compliance with standards.

Each practice or branch office reviewed will be informed in writing of compliance/non-compliance with minimum standards and further requirements as necessary in the circumstances.

Non-compliance with the requirements of practice, including current annual registration, current subscriptions to the Public Practice Manual, the CICA Handbook and maintenance of professional liability insurance may result in remedial action.

4.05 (8) NON-COMPLIANCE AND INADEQUATE REVIEW SCORES

If any member fails to comply with the requirements of the Public Practice Policies or demonstrates a persistent inability to pass a practice review, this represents a breach of the CGA Code of Ethical Principles and Rules of Conduct. The Public Practice Committee will report persistent breaches to the Discipline Committee.

The Public Practice Committee has powers to require remedial steps when necessary. Such remedial powers shall include, but are not limited to, follow-up reviews, assignment of a mentor and/or requirements for practitioners to attend instructional courses/seminars.

4.05 (9) MEMBER APPEAL

A member may require that the committee reconsider its determination by notifying the chair within fifteen (15) days of notification of the determination.

4.05 (10) REVIEW COSTS

The member/firm is billed at the hourly rate for the peer reviewer plus disbursements and applicable taxes.

4.05 (11) PUBLIC PRACTICE INSPECTORS (PEER REVIEWERS) MINIMUM QUALIFICATIONS

Inspectors must meet the following minimum qualifications:

- a) be a CGA member in good standing,
- b) be a licensed CGA public practitioner on a full-time basis,
- c) have a minimum of five years experience at a senior level in a public accounting practice,
- d) have strong technical experience in all aspects of accounting and auditing.

4.05 (12) PEER REVIEW FEE

The Public Practice Peer Review (Inspection) fees to practitioners is 100% of the peer reviewer's fee plus 100% of all disbursements for each peer review and follow-up review except for new practitioners 1st review during their first year of practice.

For new practitioner's, there is no charge for their 1st review during the 1st year in practice.

5.0 Fees

5.01 Fee Structure

5.01 (1) CGA Nova Scotia has set the annual fee structure:

		Due July 1	Due after Sept 3
3.01	Active Member	\$485.00	\$525.00
3.02	Retired Members	\$100.00	\$100.00
3.03	Associate Members	\$100.00	\$100.00
3.04	Inactive Members	\$100.00	\$100.00
3.05	Life Members	\$0.00	\$0.00
3.06	Honorary Members	\$0.00	\$0.00
2.05	Re-Instatement Fee	\$200.00	\$200.00

5.01 (2) Member Fees are due on the first day of July. If they are paid before the first working day of September there is a \$50 reduction in Active Fees. All monies paid to the Association will be applied to outstanding balances prior to being applied to Member Fees

5.01 (3) After 90 days any Member with Member Fees outstanding will be automatically suspended from Membership.

5.02 Distinction between CGA Nova Scotia and CGA Canada Fees

Members' Fee invoices should show the CGA Nova Scotia fees and the CGA Canada fees separately.

5.03 Dues for CGA Members Transferring to Nova Scotia

CGA Members transferring to Nova Scotia will not be billed for CGA Nova Scotia fees until the end of the fiscal year of the affiliate that the CGA has transferred from

5.04 Public Practice Fees

CGA Nova Scotia does not charge a separate fee for CGAs in public practice.

5.05 Public Practice Inspection Fees

Public Practitioners will pay the full cost of the Practice Inspection.

Exception: The first practice inspection will not be assessed against the practitioner.

6.0 Member Transfers

No separate policies.

7.0 Meetings of the Association

No separate policies.

8.0 Discipline

No separate policies.

9.0 Board of Directors

9.01 Composition of Board (Bylaw 9.01)

The Board of Directors shall consist of a minimum of five CGA members in good standing. There will be an overall maximum of fifteen directors.

9.02 Responsibilities of Board

9.02 (1) ACCOUNTABILITY

The Board of Directors is collectively accountable to the CGA NS members, students, and other stakeholders. Board members are accountable for the association's performance in relation to its mission and strategic objectives and for the effective stewardship of financial and human resources.

9.02 (2) AUTHORITY

Individual board members should have no authority to approve actions of the association, to direct staff, or to speak on behalf of CGA NS, unless given such authority by the board.

9.02 (3) RESPONSIBILITY

Board members are responsible for acting in the best long-term interests of the organization and its stakeholders and will bring to the task of informed decision-making, a broad knowledge and an inclusive perspective.

9.02 (4) QUALIFICATIONS

The following should be considered key job qualifications when recruiting board members for CGA NS:

- Knowledge of the CGA association
- Commitment to organization's mission and strategic directions
- Commitment of time
- Openness to learning and respectful sharing of ideas

9.02 (5) GENERAL RESPONSIBILITIES

Based upon the governance structure for CGA NS, the following are the responsibilities of the directors under the working board model:

- Exercise due diligence and reasonable care in all matters
- Become familiar with CGA NS, its strategic plan, objectives and management
- Faithful attendance at board meetings
- Prepare for each board meeting by reviewing information and materials. Participate actively in board and committee meetings by probing issues

through questions, testing for accuracy, consistency, and thoughtfully contributing to deliberations

- Vote on all decisions before the board
- Work as a team member and support board decisions
- Abide by the by-laws, code of conduct and other policies that apply to the board
- Demonstrate integrity, honesty and leadership
- Participate in the Annual Board Retreat (see Appendix G) and Annual General Meeting
- Devote sufficient time to board matters, including orientation and ongoing development
- Declare potential conflicts of interest and abstain from discussions and votes where there is a potential for conflict
- A major structural role is to actively recruit CGA members and students to board committees and task forces. This should include succession planning – new board members should come from well-stocked committees of volunteers

9.02 (6) FINANCIAL STEWARDSHIP ROLE

- Review and approve the annual budget, any changes to the budget plans
- Review and approve financial reports
- Ensure management control systems are in place
- Provide strategic direction regarding financial risks and issues

9.02 (7) MANAGEMENT ROLE

- Recruit and monitor the Executive Director
- Develop board policies
- Establish and monitor annual performance targets
- Approve and monitor the progress of the CGA NS strategic plan
- Approve the annual business plan and budget and monitor performance
- Because it is a working board, carry-out operational functions / projects
- Assess board effectiveness

9.03 Term of Service (Bylaw 9.03)

Directors will be elected for a three year term, which will be confirmed each year at the annual general meeting. Directors are eligible to serve a second term. A director may extend their term if they are a member of the Executive committee.

9.04 Governor in Council Appointments (Bylaw 9.03)

Governor in Council appointments should have the same terms as the members. The appointments can also be renewed for a second term.

9.05 Financial Signing Authority

Any two of the following are authorized to sign financial documents on behalf of the Association:

1. President
2. Treasurer
3. Executive Director
4. First Vice President
5. Second Vice President

9.06 Board Expenses

9.06 (1) **EXPENSE REIMBURSEMENT**

- (a) The Association will reimburse its directors, committee members and staff for out-of-pocket expenses incurred from participating in approved Association activities and falling within the guidelines below.
- (b) Subject to any specific exemptions noted below, the guidelines apply to all directors, committee members and staff. Expenses must be supported by receipts and claims must be made on the Association expense form.
- (c) The President, Secretary/Treasurer and Executive Director each have the authority to approve any expense claim except their own.

9.06 (2) **EXPENSE GUIDELINES**

- (a) Air - Air travel must be a reasonably priced fare. Business class is not permitted.
- (b) Automobile - Mileage is reimbursed at thirty-five cents per kilometer. Receipts are not required but the kilometers driven should be indicated on the expense form.
- (c) Hotels – Directors are expected to use regular hotel rooms unless there is a special circumstance for the use of a suite.
- (d) Meals – Meals will be reimbursed up to the following maximum allowances:

Breakfast	\$12.00
Lunch	\$15.00
Dinner	\$30.00
- (e) Incidentals – a daily allowance of \$10.00 is provided with no receipts required.
- (f) Child Care – child care costs necessary to permit attendance at CGA functions will be reimbursed up to a maximum daily allowance of \$60.00.
- (g) Accompanying Partners – additional expenses for an accompanying partner must be pre-approved by the President or Executive Director. If a director is attending a National or other province event, partners may attend but additional expenses will not be reimbursed.

- (h) Formal Wear – the President will be reimbursed up to \$1,000 yearly for formal wear. Cleaning of the formal wear will be reimbursed.

9.06 (3) **COMMITTEE EXPENSES**

All costs related to the activities of a committee must come within its approved budget.

9.07 **Conflict of Interest**

A Director or member of an Association committee who is a party to an established or proposed material contract with the Association, or who has a material interest in any entity that has an established or proposed material contract with the Association, must disclose this fact in writing to the President, as soon as they become aware of the conflict. The conflict should be noted in the minutes of the meeting along with the nature and extent of the conflict. The Director or committee member shall not be entitled to vote on any resolution to approve the contract.

9.08 **National Representation**

Nova Scotia Representative to the CGA Canada Board of Directors, National Education Committee (NEC) and National Professional Standards Committee (NPC)

9.08 (1) **APPOINTMENTS**

A representative to each of the above committees will be appointed from the CGA Nova Scotia Board of Directors, to serve a minimum period of two years, subject to an annual review. The representatives may be replaced at any time at the sole discretion of the CGA Nova Scotia Board of Directors.

Any Director wishing to be considered for a position must submit a resume and application form. Applications must be submitted by May 15th. All applications will be considered and appointments made by June 30th for the upcoming year.

9.08 (2) **BOARD RESPONSIBILITIES**

Upon appointment to the CGA Canada Board of Directors, the representative will become an ex-officio member of the CGA Nova Scotia Board of Directors, in order to remove any conflict of interest in their responsibilities. The representatives to NEC and NPC will remain as voting members of the CGA Nova Scotia Board of Directors.

9.08 (3) **DUTIES**

- (a) Attend all National meetings. If the representative is unable to attend, they must advise the President so an alternate can be arranged.
- (b) Consult with and report regularly to the CGA Nova Scotia Board of Directors on National activities.
- (c) Represent the expressed interests of the CGA Nova Scotia membership as expressed by the Board of Directors.
- (d) The representative will have the flexibility to determine their vote as they see fit.

10.0 Removal of Directors

No separate policies.

11.0 Meetings of the Board

11.01 Action Items: Financial Implications

All Board Action Items shall clearly indicate the financial implications of proposed resolutions.

11.02 Equity Policy

CGA Nova Scotia will maintain a minimum equity level equivalent to three (3) months of prior year's actual operating expenses.

11.03 Observers at Board of Directors Meetings

The President of the Nova Scotia Board of Directors has the authority to invite guests to Board meetings as required.

11.04 Electronic Voting

A resolution offered to all members of the Board of Directors by electronic vote and passed by majority vote, shall be considered "a resolution in writing signed by all Directors".

12.0 Officers

12.01 Membership of the Executive Committee

Members of the Executive Committee shall be the Officers of the Association, the Past President and the Executive Director

12.02 President

12.02 (1) ACCOUNTABILITY

The President is the head of the Board of Directors. As chairperson, the President is accountable to the board of directors of CGA NS.

12.02 (2) AUTHORITY

The President should have no formal authority to direct the board or the affairs of CGA NS, unless otherwise authorized. The President should not, on behalf of CGA NS, enter into contracts without the knowledge of the Executive Director and approval of the board and/or the Executive Committee.

12.02 (3) RESPONSIBILITY

The President is, first and foremost, responsible for the effective functioning of the board in its role of governing the association. All other duties are secondary.

12.02 (4) PRIMARY DUTIES

In addition to the duties of every board member, the chair is responsible for:

- Overseeing the preparation of the board's agenda with input from the Executive Director
- Chairing all meetings of the Board of Directors and Executive Committee
- Ensuring that there is timely, fair, orderly and thorough deliberation of issues
- Ensuring that there are effective meetings of the board and ensuring there is a process to evaluate the effectiveness of the board
- Reviewing meeting minutes
- Enforcing rules as they apply to the board and its individual members and maintaining discipline among members of the board
- Ensuring that there is process to evaluate the performance of the Executive Director
- Serving as spokesperson, together with the Executive Director, for the Association
- Ensuring full and timely communication with members of the board
- Ensuring the effectiveness of Board Committees

- Preparing for and chairing the Annual General Meeting (AGM)
- The preparation of an annual report from the board for presentation at the AGM
- Co-signing contracts on behalf of the association

12.02 (5) OTHER DUTIES

The chair may, with greater regularity than other members of the board:

- Prepare recommendations for board consideration
- Prepare recommendations to the members for changes to by-laws
- Be available to the executive director for consultation purposes
- Represent the association at community meetings and events

With Board Members:

- Recruit the Executive Director and maintain working relationship and communication
- Appoint committees
- Build board unity, solidarity and trust
- Demonstrate integrity and ethical leadership
- Discharge all legal requirements of the board
- Communicate with Directors between meetings
- Ensure quality, quantity and timeliness of information to board members
- Develop a strategy to recruit and recognize CGA and student volunteers

For Board Meetings:

- Set board meeting schedule
- Call for votes to confirm consensus decisions or to decide issues
- Vote on decisions only when the Chair's vote will affect the result; i.e. when the Chair's vote would either create or break a tie
- Assist in the resolution of conflicts of interest
- Rule on questions of order – the board should maintain order by adopting Robert's Rules of Order, keeping in mind that Robert's Rules of Order provides some flexibility for small assemblies

With the Executive Director: (These responsibilities are shared with the board as a whole but the President has the leadership responsibility)

- Establish performance standards and evaluation criteria for the Executive Director
- Act in an advisory capacity to the Executive Director in matters concerning the significant and/or strategic interests and management of CGA NS
- Support and encourage the Executive Director

Ex-Officio Status

To ensure effective communication, the President should be an ex-officio member of all board committees and may attend their meetings.

(Note: "Ex-officio member" means being a member as a result of holding an official position.

Ex-officio members may be voting or non-voting as specified in the terms of reference.)

12.03 Executive Committee

12.03 (1) ACCOUNTABILITY

The Executive Committee shall be subordinate to the board, shall act in accordance with the directions of the board, and shall report on all its deliberations to the board.

12.03 (2) AUTHORITY

Subject to the by-laws and the resolutions and directions of the board, the Executive Committee shall have, between meetings of the board, the power to exercise all powers of the board, except the power to establish by-laws or other limitations determined by the board.

12.03 (3) RESPONSIBILITY

The Executive Committee normally meets monthly. Members hold office until the next Annual General Meeting (subject to reappointment) so long as the member remains a director.

The committee, in its decision making, should strive to reach a consensus on all issues before it, but otherwise may fix its own rules of order. Decisions of the Executive Committee must be ratified and adopted by the board at the next meeting of the board.

12.04 (4) PRIMARY DUTIES

1. Ensure that CGA NS operations comply with the strategic direction as established by the board.
2. Prepare Annual Work Plan in conjunction with the Executive Director.
3. Ensure efficient and effective operations.
4. Support the activities of the Executive Director.
5. The Executive Director reports to the Board of Directors, and the Executive Committee acts as the conduit for this reporting relationship.
6. Keep the board fully informed of all matters relevant to the board's duties and functions.
7. Attend applicable subcommittee meetings.

12.04 Executive Director**12.04 (1) ACCOUNTABILITY**

Reporting to the Board of Directors, the Executive Director will serve as the chief operating officer of CGA NS, with responsibility for facilitating its vision and strategic direction and managing the organization's day-to-day operations, as well as consulting with CGA members and students.

12.04 (2) AUTHORITY

The Executive Director's general role is to provide strategic and operational leadership to the organization, manage member, student and stakeholder relations, steward resources and direct staff

The Executive Director should ensure that the organization is fiscally healthy and that its services and programs are meeting the needs and interests of its members.

12.04 (4) PRIMARY DUTIES

The Executive Director, while not a member of the board, is expected to attend all board and executive committee meetings. The Executive Director is integral to board meetings, deliberations and decisions by providing reports, making recommendations and articulating an important management perspective. While it is appropriate for the board to play a role in oversight and approval, it is the Executive Director who takes the lead role in the following key responsibilities:

- Manage all aspects of the association including its activities and the relationship between the association and its Board of Directors, members, students, employees, other organizations, government and industry
- Working with the board and appropriate committees, help lead CGA NS in setting overall direction and priorities
- Assure quality, effectiveness, and impact of CGA NS services and other capacity-building programs; work collaboratively with staff; with input and final approval by the board, to define overall policies and to develop new programs, services, and approaches to strengthen the association
- Ensure systems are in place to track and monitor the achievement of strategic goals as well as tactics and targets established in the strategic and annual business plans
- Working with the board, in particular the Marketing Committee, develop and lead actions necessary to increase the number of new students and graduates each year
- Design systems to manage risks and report results
- Protect the association's assets, including facilities and equipment
- Oversee the organization's financial operations; ensure through effective supervision that day-to-day operations and programs are professionally and efficiently organized and administered; ensure sound financial controls are in place and that funds are spent wisely; work with staff to maintain financial

and administrative well-being, including the annual budget and financial reports

- Oversee human resources matters, including hiring, supervision, evaluation, discipline and termination of staff. Ensure strong internal communication and coordination among staff and evaluate performance; enhance opportunities for personal and professional development
- Develop and implement orientation programs for the Board of Directors
- Assume responsibility for shaping and implementing fundraising goals as expressed in CGA NS strategic plans; use staff and board members' talents, resources, and ideas to enhance fundraising activities
- Maintain current knowledge of issues affecting the accounting association within the community to ensure that CGA NS services are appropriate, effective, and timely
- Develop and maintain active relationships with members of other CGA affiliates in order to facilitate sharing of knowledge and best practices
- Regularly brief the board on the status of the organization; remain actively in touch with and well-informed about the board's activities

12.05 Financial Assistance to other CGA Associations

- (a) All loan requests shall be submitted to the Executive Committee.
- (b) The Committee can direct the Executive Director to prepare an analysis to support the loan
- (c) The Board of Directors must approve all loan requests.

12.06 Formal Briefs

All formal briefs submitted in the name of the Certified General Accountants' Association of Nova Scotia must be approved by the Executive Committee.

12.07 Investment Policy

Surplus funds may be invested in appropriate, low-risk securities. The Executive Director is responsible for making investment decisions and reporting to the Board.

12.08 Official Association Spokesperson

The President and the Executive Director are the only official designated Association spokespersons.

12.09 Seal of the Association

The Association Seal shall be under the custody and control of the Executive Director and be affixed by signing officers of the Association to official documents as required.