British Columbia/Yukon Command

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| **Admin Responsibility:** | **Branch Advisory** |

# BC/Yukon Command
# Performance Standards Policy

## Section I – Performance Standards Overview

Legion branches play a vital role in supporting veterans, their families, promoting remembrance, and to serve communities. To fulfill this mission effectively, branches must meet key performance standards that ensure operational stability, financial responsibility, and regulatory compliance.

Failure to meet these standards may result in increased oversight by BC/Yukon Command. If a branch is unable to meet reporting timelines, it is the responsibility of the branch to advise BC/Yukon Command as soon as possible.

The following is a list of performance standards expected of branches in order to maintain their Legion charter.

1. **Governance & Compliance**
   (a) Submit an updated executive list within 30 days of elections.
   (b) Maintain paid and up to date group insurance through the Command Group Commercial Insurance Program.
   (c) Membership records are kept up to-date with timely membership portal submissions.
   (d) Adhere to Legion by-laws, policies, and applicable regulations, including: gaming, liquor, and lotteries.
   (e) Compliance with the Bully and Harassment and Respectful Workplace, Zero Tolerance, and Code of Ethic policies.
   (f) Obtain membership approval for all expenditures as per branch by-laws.
   (g) Obtain BC/Yukon Command approval for:
      - Financing or refinancing involving branch property.
      - Financial agreements or expenditures exceeding $10,000.
      - Property transactions, major renovations, or new buildings.
      - Transfers of branch funds/land into a Society.

2. **Financial Accountability**
   (a) Submit annual audited financial statements by April 30 each year.
   (b) Submit poppy fund statements by January 31 and poppy assessments as scheduled.
   (c) Remit membership per capita on regular basis to Dominion Command.
   (d) Maintain accurate financial records.
   (e) Ensure all accounts payable and remittances to federal and provincial agencies are current and up to date.

3. **Engagement & Communication**

(a) Branch actively participates in zone meetings, activities and training.
(b) Maintain a cohesive and cooperative executive.
(c) Foster a positive image with community, responsive communication with members and their community.
(d) Conduct an annual Poppy Campaign.

**Section II - Graduated Procedures when Performance Standards are not met**

If a branch is struggling to meet these performance standards, BC/Yukon Command will provide increased levels of support and oversight as needed to help restore branch stability. Any changes to a branch's oversight level are made by the Branch Advisory or the Admin/Finance Committee accordingly.

**Three Levels of Performance Management Oversight:**

1. Flagging
2. Probationary Management
3. Trusteeship
    - Level 1
    - Level 2

**1. Flagging**

The purpose of flagging is an early intervention process designed to help branches correct operational and financial issues before they escalate.

- A branch may be flagged if it fails to meet one or more performance standards or if a branch requests assistance from BC/Yukon Command.
- The Zone Commander, under the direction of the Branch Advisory Committee, will provide guidance and resources to help the branch address deficiencies.
- The branch executive retains full control while working with the Zone Commander.
- A formal letter will be issued to the branch outlining the update to their performance standards oversight, and the update must be shared with the membership at the next general meeting.
- The branch must submit monthly financial statements and executive and general meeting minutes to BC/Yukon Command.
- Zone Commander will provide updated reports to the Branch Advisory Committee.
- If a branch fails to correct issues within the established timeframes, it may be escalated to a higher level of oversight.

**2. Probationary Management**

The purpose of probationary management is more structured oversight with an appointed Probationary Manager to assist and support the branch.

- The Branch Advisory Committee determines when a branch is placed under probationary management oversight. Probationary Manager will be appointed by the BC/Yukon Command President.
- The Probationary Manager works with the branch to develop a corrective action plan, monitor compliance, and report findings to the Branch Advisory Committee.
- The branch remains responsible for the day-to-day operations but should follow the directives from the Probationary Manager.
- A formal letter will be issued to the branch outlining the update to their performance standards oversight, and the update must be shared with the membership at the next general meeting.
- The branch must submit monthly financial statements and executive and general meeting minutes to BC/Yukon Command.

- The branch will be invoiced quarterly for costs related to the probationary management, which including travel and administrative expenses.
- If a branch fails to correct issues within the established timeframes, it may be escalated to a higher level of oversight.

**3. Trusteeship**

Trusteeship is implemented as a last resort when a branch executive is unable to meet performance standards, severely impacting the branch's ability to fulfill the mission and purpose of the Royal Canadian Legion. BC/Yukon Command assumes control to restore operational stability.

- The Admin Finance Committee determines when a branch is placed under trusteeship and specifies at which level. The BC/Yukon Command President appoints trustee(s).
- Trustee(s) will assist in the development of a corrective action plan, monitor compliance, and report findings to the Branch Advisory and Admin Finance Committees.
- A formal letter will be issued to the branch and their membership outlining the update to their performance standards oversight.
- The branch must submit monthly financial statements and executive and general meeting minutes to BC/Yukon Command.
- The branch will be invoiced quarterly for costs related to the trusteeship, which including travel and administrative expenses.

**Trusteeship Level 1**

Trusteeship Level 1 is implemented when a branch requires direct oversight to ensure compliance with Legion policies and operational standards.

- A trustee is appointed to oversee and manage the branch while the executive remains involved but under increased supervision.
- The trustee will have the ability to stand down any executive member, if deemed necessary.
- The trustee will be added as one of the primary signatories on all branch financial accounts.
- The trustee participates in decision making, strategic planning and ensuring procedural compliance and has ability to stand down any executive member or members that perform contrary to the successful operations of the branch.
- The trustee reports directly to the Branch Advisory and Admin Finance Committees.
- If issues are not resolved within the established timeframes or no improvements have been made, the branch may be escalated to a higher level of trusteeship.

**Trusteeship Level 2**

Trusteeship Level 2 is implemented when a branch's executive can no longer manage operations effectively, requiring BC/Yukon Command to take full control.

- The entire branch executive is stood down.
- At least two trustees are appointed to take full authority over branch affairs, with the option to form a Management Committee.
- Trustees must obtain BC/Yukon Command approval for any significant financial, operational, or contractual decisions.
- The trustees report to the Branch Advisory and Admin/Finance Committee.

- If there is no significant improvement in the branch's operations and lack of membership engagement, consideration may be given to the surrendering of the branch's charter.