

## **Delegation of Authority Policy**

**Policy #:** 008  
**Created:** November 2018  
**Amended:** November 2025

### **1.0 Purpose:**

The purpose of this policy is to establish the principles that govern the delegation of authority, ensure clarity accountability, effective decision making, outline the process by which the authority to act and to make decisions is delegated and ultimately ensure proper Board oversight

This policy is designed to:

- Set out matters specifically reserved for determination by the Board and those matters delegated to management.
- Set out matters specifically reserved for specific roles in the organization.
- Establish expense approval limits by role.

The functions exercised by the Board and those delegated to management are subject to ongoing review to ensure that the division of functions remains appropriate.

### **2.0 Scope:**

This policy applies to the Bereavement Authority of Ontario (BAO) and any power or duty held by the Board of Directors and its Committees.

### **3.0 Definitions:**

In this policy:

- The “Board” refers to the Board of Directors of the BAO.
- “Board Chair” means the Chair of the Board of the BAO.
- “CEO” means the Chief Executive Officer of the BAO
- “Management Team” refers to the group of BAO employees charged with managing or directing the organization and reporting directly or indirectly to the CEO.
- “Designated Individual” means a BAO employee with delegated authority in accordance with this policy.
- “Commitment” means any agreement, order, renewal or contract amendment which will ultimately commit the organization to make payments. The document to be signed can take the form of a purchase order, contract or other document with legal effect.

### **4.0 Principles of Delegation:**

The key principles upon which this delegation of authority is based are as follows:

#### **4.1 Practicality**

The delegation of authority to the CEO and other designated individuals should be clear, concise and practical and that transparency and reporting follow when that authority is exercised.

#### **4.2 Accountability**

The trail of accountability for decision-making needs to be clear and must remain intact inclusive of any sub-delegation of authority by the CEO or others.

#### **4.3 Sub-delegation**

The CEO will have the ability to delegate their authority to other designated individuals in absences with the prior approval of the Chair, while retaining ultimate accountability for decision-making.

#### **4.4 Board reporting**

It is essential that the Board receives regular, adequate, and timely reporting of the use of delegated authority by the CEO (particularly any unbudgeted or discretionary authority) so that the Board can be fully informed at all times. Reports by management shall cover such areas as quality performance, financial performance, risk management (including but not limited to media issues/requests), human resource and litigation issues and other items related to the organizational operations.

The CEO, or where applicable their delegate, shall regularly update the Board with a financial report highlighting budget variances in excess of 10% of plan or have a quarterly dollar value of \$10,000 or more. The CEO may authorize budget overages from the approved plan and/or unbudgeted expenditures up to 5% of aggregate operating expenses.

#### **4.5 Limitations**

The CEO's or their delegate's authority may be limited or suspended by the Board at any time.

### **5.0 Accountability Framework:**

#### **5.1 Matters reserved for the Board**

Matters specifically reserved for the Board include:

- Decisions about organizational strategy and policies.
- Approving and monitoring the corporate governance of the BAO
- Matters involving financial amounts above a specified limit.
- Approval of contracts and obligations above a specified limit.

- Succession planning for Board positions and the position of the CEO.
- Approval of, or changes to, the annual operating and capital budgets.
- Approval of the BAO's auditors.
- Ensuring the BAO has in place an appropriate risk management framework and setting the risk appetite within which the Board expects management to operate.
- Ensure adequate insurance coverage in place for the organization to meet obligations imposed under the Administrative Agreement.

## **5.2 Matters delegated to the CEO**

The role of the CEO is to broadly manage all day-to-day affairs and activities of the BAO within the Board-endorsed strategic, policy, risk, people and financial frameworks.

General management responsibilities of the CEO include:

- Ensuring that the BAO's day-to-day operations are carried out in accordance with all legal and regulatory requirements.
- Ensuring that the BAO's policies, practices and decisions are undertaken in a manner that is prudent, equitable and consistent with commonly accepted business practices and professional ethics.
- Ensuring that the BAO's assets are protected, adequately maintained and not placed at unnecessary risk.
- Ensuring that Board-approved priorities are reflected in the allocation of resources. Prior to any changes to the organizational structure and leadership team, the CEO shall recommend and obtain Board approval for such changes. This includes recommendations for termination, recruitment or alternations to the leadership team directly reporting to the CEO.
- Ensure that financial reports comply with generally accepted accounting principles.
- Obtain approval before representing the BAO externally to licensees, government, media and other stakeholders in ways that upholds and improves the BAO's public image and Credibility and aligned with approved key messages.
- Before accepting any keynote speaking engagements and media interviews, consult with the Chair on the appropriate strategy and key messages.
- Ensure legislative compliance and report high risk matters or areas of concern to the Chair. (It would be helpful to try to define 'high risk'. Does that involve possible litigation, as an example?)

Consistent with BAO By-law, Article 9.3, the management responsibilities of the CEO exclude the statutory duties assigned to the Registrar under the Funeral, Burial and Cremation Services Act, 2002.

## **6.0 Expenditure Approval Policy**

Board approval shall be required for:

- All capital and/or operating expenditures (non-consulting goods and services) including leases in excess of \$100,000.
- Consulting Services in excess of \$50,000.
- Disposal of assets in excess of \$20,000.
- Staff hires or contracts outside of the approved budget.
- Opening or closing of bank accounts.
- Entering into a credit facility or any other borrowing or debt arrangement.
- Transferring funds between accounts including any designated Investment or Reserve Fund accounts.
- Settling legal claims in excess of \$20,000.

The CEO shall approve:

- All capital and/or operating expenditures (non-consulting goods and services) including leases up to \$100,000.
- Consulting Services up to \$50,000.
- Disposal of assets up to \$20,000.
- Staff hires or contracts within the approved budget.
- All operating and capital expenditures incurred in the ordinary course of business and within the approved operating and capital budget.
- Settling legal claims up to \$20,000.

## **7.0 Policy Compliance:**

### **7.1 Compliance**

The approval of commitments and transactions outlined in this policy must always be made by the parties that have been designated the responsibility for final approval.

### **7.2 Temporary Delegation of Authority**

Any role may temporarily delegate their authority to another role in case of absence. The Board must be informed of and approve the delegation and the period for which it will be in force.

## **8.0 Disbursement Authorization:**

### **8.1 Banking Signatories**

The authorized Banking Signatories of the BAO shall be the persons duly appointed as:

- CEO
- CFO
- Directors appointed as signing officers

The CFO shall advise BAO's banking institutions in writing under signature in the manner

required by such institution of the Banking Signatories, and any subsequent additions or deletions of individuals so appointed in those positions. Should the CFO be unavailable for any of these purposes, any banking signatory noted above may act as a substitute.

The disbursement of BAO funds is only permitted in respect of commitments that are properly authorized in accordance with this, and/or other policies as applicable. The disbursement of funds will not be processed by Finance unless satisfactory evidence is available that the expenditure is due in accordance with an authorized commitment. Subject to obtaining satisfactory evidence that the expenditure is due in respect of an authorized Commitment, the authority to make the disbursement of funds is designated as follows.

	Required Signatures
Amounts over \$20,000	CEO and one appointed Director
Amounts under \$20,000	Any two Banking Signatories

## **9.0 Procurement and Travel:**

### **9.1 Procurement Policy**

Procurements must comply with the BAO's Procurement Policy for applicable approval limits.

### **9.2 Expense Policy**

Travel, meals and hospitality expenses must observe the BAO's Expense Policy for applicable approval limits. Any out of province travel must be pre-approved by the Chair.

## **10.0 Policy Update and Review:**

### **10.1 Updates**

Any changes to substantive provisions in this policy must be approved by the Board of Directors. Management may, from time to time, update non-substantive provisions or processes in this policy and will notify the Board.

### **10.2 Policy Review**

The Board or its delegated Committee shall review the contents of, and compliance with, this policy on a regular basis.