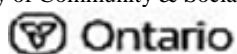


**PAVILION WOMEN'S CENTRE
POLICY MANUAL
TABLE OF CONTENTS**

1. Organization	
▪ Mission Statement	4
▪ By-Laws	5
2. Governance	
▪ Board of Directors Code of Conduct	16
▪ Non-Attendance	17
▪ Decision Making	18
▪ Commitment to a harassment & Violence free Workplace	19
▪ Development and Training	21
▪ Evaluation	22
▪ Staff representation to the Board of Directors	23
▪ French Language Services	24
▪ Committee Structure	25
▪ Decision Making Within Committees	26
3. Finance	
▪ Financial Management	28
▪ Record Keeping	29
▪ Cheque Signing	30
▪ Fundraising Revenue	31
▪ Contribution from Perpetrators	32
▪ Fee for Service & Honorarium	33
▪ Travel Expenses	34
4. Operations	
▪ Organizational Structure	36
▪ Lines of Accountability & Communication	38
▪ Role of Men	40
▪ Conflict Resolution	41
▪ Conflict of Interest	42
▪ Right to refuse unsafe work	43
▪ Policy Development	44
▪ Centre Tours	45
▪ External Communication	46

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



▪ Networking	47
▪ Transgendered women	48
▪ Confidentiality of Records	49
▪ Technological Communication	52

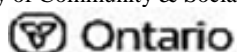
5. Personnel

▪ Position Description	54
▪ Personnel Information - Privacy	55
▪ Workplace Equity	56
▪ Hiring	57
▪ Position Posting	58
▪ Hiring Review Process	59
▪ Security Screening	60
▪ Confidentiality Commitment	61
▪ Grievance	62
▪ References	63
▪ Professional Development	64
▪ Orientation & Training	65
▪ Probation	66
▪ Performance Appraisals & Supervision	67
▪ Disciplinary Action	68
▪ Termination of Employment	69
▪ Overtime	70
▪ Bereavement Leave	71
▪ Leave of Absence without pay	72
▪ Parental Leave	73
▪ Statutory Holidays	74
▪ Vacation & Personal Days	75
▪ Sick Leave	76
▪ Code of Conduct	77
▪ Allegations of Discrimination, Harassment Or Violence Involving an employee	79

6. Program & Service Delivery

▪ Program Description	81
▪ Non-Discrimination & Accessibility	82
▪ Eligibility & Intake Criteria for Resident Client	83
▪ Minimum commitment to Service Users	84
▪ Program Planning & Evaluation	85

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services

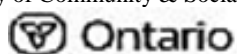


▪ Collection & Use of Statistical & Anonymous data	86
▪ Volunteers	87
▪ Centre Vehicle	88
▪ High Risk Police Protocol	89
▪ Client Abuse	90
▪ Health & Safety	91
▪ Infectious Diseases	92
▪ Emergency Response	93
▪ Fire Plan	95
▪ Centre Break-In	96
▪ Accident/Incident Reports	97
▪ Client Complaints	98

7. Standards of Ethics

▪ Involvement with Service Users by Member of the Board	100
▪ Involvement with Service Users by Staff	101

Developed by Pamela Cross
 Through a Capacity Building Initiative funded by the
 Ministry of Community & Social Services



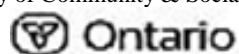
MISSION STATEMENT

The Pavilion Women's Centre offers services to victims of domestic violence and sexual assault in a culturally sensitive manner and in both official languages. Our aim is to support individuals in taking control of issues affecting their health and their lives. The Centre also works for the prevention of violence against women and children.

PRINCIPLES

- ♀ It is a basic human right to live with dignity and without fear of violence/abuse.
- ♀ It is everyone's right to receive protection under the law, regardless of the relationship of the parties involved or where the crime occurs.
- ♀ Domestic violence, sexual assault and abuse are acts of violence, control and domination.
- ♀ The acts of woman abuse, domestic violence and sexual assault transcend all ages and abilities, class, racial and ethnic backgrounds.
- ♀ An individual is not responsible for the violence or abuse against them regardless of the circumstances, reaction or resistance.
- ♀ We recognize that male violence and abuse against women and children is rooted in the societal creation and toleration of a power imbalance and socialization process which devalues women and children. In addition to sexism we acknowledge the effects of discrimination on individuals in our society on the basis of race, age, religion, class, sexual orientation, physical and mental abilities.
- ♀ All survivors have a right to choices of treatment, support and to accessible and appropriate services. Because the responsibility for abuse lies not only with individual offenders but with society, services to empower those who have been abused should be a societal responsibility.
- ♀ Our philosophy puts into practice the values of respect, empowerment and choice. This involves an integrated approach which includes responding to social, legal, ethno-cultural, interpersonal, familial and intrapsychic aspects of abuse.
- ♀ While we can support the efforts of those who provide services for offenders, those services must be provided by other agencies. Consultation services will be made available to offender-serving programs.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



BY-LAW No. 1A

A by-law relating generally to the transaction of the affairs of

PAVILION WOMEN'S CENTRE

BE IT ENACTED as a by-law of **PAVILION WOMEN'S CENTRE** as follows:

HEAD OFFICE

1. The Head Office of the Corporation shall be in the Town of Haileybury in the Province of Ontario, and at such place therein as the Directors may from time to time determine.

SEAL

2. The seal, an impression whereof is stamped in the margin hereof, shall be the corporate seal of the Corporation.

BOARD OF DIRECTORS

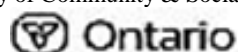
3. The affairs of the Corporation shall be managed by the Board of minimum of four (4), and up to twelve (12) Directors, each of whom at the time of his\her term of office shall be a member of the Corporation. Each Director shall be elected to hold office until the first annual meeting after he\she shall have been elected or until his\her successor shall have been duly elected and qualified. The whole Board shall be retired at each annual meeting, but shall be eligible for re-election if otherwise qualified. The election may be by a show of hands unless a ballot be demanded by any member. The members of the Corporation may, by resolution pass by at least two-thirds of the votes cast at a general meeting of which notice specifying the intention to pass such resolution has been given, remove any Director before the expiration of his\her term of office, and may, by a majority of the votes cast at that meeting, elect any person in his\her stead for the remainder of his\her term. From the Directors elected at the annual meeting for the ensuing year, said Directors shall appoint a Chairperson who shall preside at all meetings of the Board of Directors for the ensuing year, or until the next annual meeting of the Board of Directors.

The Board of Directors after being elected and prior to the start of business shall be appraised of the Mission Statement and the Board Responsibilities. The Code of Ethics, Board Service Commitment Pledge and the Oath of Confidentiality must be read and signed.

ELIGIBILITY\QUALIFICATIONS OF DIRECTORS

4. Board members must be at least 18 years of age. No undischarged bankrupt shall be a director, and, if a director becomes a bankrupt, he or she thereupon ceases to be a director.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



INDEMNIFICATION OF DIRECTORS

5. The Corporation will take legal responsibility for the actions of the Directors unless there is gross negligence and/or criminal culpability on the part of that/those Directors. A member shall not, as such, be held answerable or responsible for any act, default, obligation or liability of the corporation or for any engagement, claim, payment, loss, injury, transaction, matter or thing relating to or connected with the corporation unless there is gross negligence and/or criminal culpability on the part of that/those Directors.

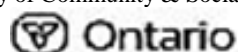
VACANCIES, BOARD OF DIRECTORS

6. Vacancies of the Board of Directors, however caused, may so long as a quorum of Directors remain in office, be filled by the Directors, from the assistance of the Nominating Committee from among the qualified members of the Corporation, if the next annual meeting of the members at which the Directors for the ensuing year are elected, but if there is not a quorum of Directors, the remaining Directors shall forthwith call a meeting of the members to fill the vacancy. If the number of Directors is increased between the terms, a vacancy or vacancies, to the number of the authorized increase, shall thereby be deemed to have occurred, which may be filled in the manner above provided.

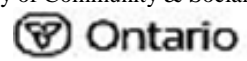
QUORUM AND MEETINGS, BOARD OF DIRECTORS

7. A quorum at any meeting of the Board of Directors shall consist of the presence in person or represented by proxy of a majority of the membership or no less than two-fifths of the membership provided that in no case can any meeting be held unless there are two members present in person. Except as otherwise required by law, the Board of Directors may hold its meetings at such place or places as it may from time to time determine. No formal notice of any such meeting shall be necessary if all the Directors are present, or if those absent have signified their consent of the meeting being held in their absence. Directors' meetings may be formally called by the President or by the Secretary on direction of the President or by the Secretary on direction in writing of two Directors. Notice of such meetings shall be delivered, telephoned or telecopied to each Director not less than one day before the meeting is to take place or shall be mailed to each Director not less than two days before the meeting is to take place. The statutory declaration of the Secretary or President that notice has been given pursuant to this by-law shall be sufficient and conclusive evidence of the giving of such notice. The Board may appoint a day or days in any month or months for regular meetings at an hour to be named and of such regular meeting no notice need be sent but there shall be a minimum of four (4) Directors' meetings per year. A Directors' meeting may also be held, without notice, immediately following the annual meeting of the Corporation. The Directors may consider or transact any business either special or general at any meeting of the Board.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



ERRORS IN NOTICE, BOARD OF DIRECTORS

8. No error or omission in giving such notice for a meeting of Directors shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting and any Director may at any time waive notice of any such meeting and may ratify and approve or any or all proceedings take or had thereat.

VOTING, BOARD OF DIRECTORS

9. Questions arising at any meeting of Directors shall be decided by a majority of votes. In case of an equality of votes, the President, in addition to his\her original vote, shall have a second or casting vote. All votes at any such meeting shall be taken by ballot if so demanded by any Director present, but if no demand be made, the vote shall be taken in the usual way by assent or dissent. A declaration by the Chairperson that a resolution has been carried and any entry to that effect in the minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number of proportion of the votes recorded in favour of or against such resolution. In the absence of the Chairperson appointed pursuant to paragraph 3 hereof, his\her duties may be performed by such other Director as the Board may from time to time appoint for the purpose.

POWERS

10. The Directors of the Corporation may administer the affairs of the Corporation in all things and make or cause to be made for the Corporation, in its name, any kind of contract which the Corporation may lawfully enter into and, save as hereinafter provided, generally, may exercise all such other powers and do all such other acts and things as the Corporation is by its charter or otherwise authorized to exercise and do.

REMUNERATION OF DIRECTORS

11. The Directors shall receive no remuneration for acting as such, but shall be entitled to be paid their travelling and other expenses properly incurred by them in attending meetings of the Board or of the members. No Director shall hold any other position with the Corporation for which remuneration is received, save travelling and incidental expenses.

CONFLICT OF INTEREST

12. Directors should declare a conflict of interest if they, or their relatives or business associates stand to gain financially from a transaction or contract and they should refrain from influencing the decision and voting on the matter. All conflicts of interest should be recorded in the minutes and those persons declaring such conflicts should remove themselves from the meeting where the issues being discussed. Conflicts of interest may include personalities and other conflicts; they need not be confined to financial.

OFFICERS OF CORPORATION

13. There shall be a President, a Vice-President, a Secretary and a Treasurer or in lieu of a Secretary and Treasurer, a Secretary-Treasurer, Chairperson and such other officers as the Board of Directors may determine by by-law from time to time. One person may hold more than one office except the offices of President and Vice-President. The President and Vice-President shall be elected by the Board of Directors from among their number at the first meeting of the Board after the annual election of such Board of Directors, provided that in default of such election the then incumbents, being members of Board, shall hold office until their successors are elected. In the absence of written agreement to the contrary, the participation of all officers shall be settled from time to time by the Board.

DUTIES OF PRESIDENT AND VICE-PRESIDENT

14. The President shall be the chief administrator of the Corporation and shall be responsible to the Board of Directors for the co-ordination of all affairs of the Corporation. In all matters affecting the Corporation, the President shall be deemed to be an agent of the Corporation acting under the authority and at the express intention and express direction of the Board of Directors or any committee thereof, as the case may be.

DUTIES OF SECRETARY

15. The Secretary shall be ex officio clerk of the Board of Directors. He\she shall attend all meetings of the Board of Directors and record all facts and minutes of all proceedings in the books kept for the purpose. He\she shall give all notices required to be given to members and to Directors. He\she shall perform such other duties as may from time to time be determined by the Board of Directors.

DUTIES OF TREASURER

16. The Treasurer shall oversee the duties exercised by that person appointed by the Board namely to keep full and accurate accounts of all receipts and disbursements for the Corporation in proper books of account and shall deposit all moneys or other valuable effects in the name and to the credit of the Corporation in such bank or banks as may from time to time be designated by the Board of Directors. He\she shall oversee disbursement of funds of the Corporation under the direction of the Board of Directors, taking proper vouchers therefor and shall render to the Board of Directors at the regular meeting thereof or whenever required of him, an account of all transactions as Treasurer, and of the financial position of the Corporation. He\she shall also perform such other duties as may from time to time be determined by the Board of Directors.

DUTIES OF THE CHAIRPERSON

17. From time to time the Board shall elect from among its members a chairperson of the Board. The Chairperson of the Board shall, when present, preside at all meetings of the Board and of the members. In the absence of the Chairperson of the Board at meeting of the Board, the Directors present shall choose one of their members to be Chairperson of the meeting.

DUTIES OF OTHER OFFICERS

18. The duties of all other officers of the Corporation shall be such as the terms of their engagement call for or the Board of Directors requires of them. Any two officers appointed by the Board for the purpose shall sign all by-laws. During the absence or inability of the President, his/her duties and powers may be exercised by the Vice-President, and if the Vice-President, or such other Director as the Board may from time to time appoint for the purpose, of exercises and any such duty or power, the absence or inability of the President shall be presumed with reference thereto.

Subject to the provisions of the Act, no Director shall be disqualified by his/her office from contracting with the Corporation nor shall any contract or arrangement entered into by or on behalf of the Corporation with any Director or in which any Director is in any way interested be liable to be avoided nor shall any Director so contracting or being so interested be liable to account to the Corporation or any of its members or creditors for any profit realized from any such contract or arrangement by reason of such Director holding that office or the fiduciary relationship thereby established.

It shall be the duty of every Director of the Corporation who is in any way, whether directly or indirectly, interested in a contract or arrangement or proposed contract or proposed arrangement with the Corporation to declare such interest to the extent, in the manner and at the time required by the Act.

EXECUTIVE DIRECTOR COMPENSATION

19. The Board of Directors shall determine the compensation of the Director of the Pavilion Women's Centre prior to April 1st of the upcoming year.

VARIATION OF DUTIES

20. From time to time the President may add to the duties of any other officer and may vary or limit such additional duties. From time to time the Board may vary, add to or limit the powers and duties of any officer.

BOOKS AND RECORDS

21. The Directors shall see that all necessary books and records of the Corporation required by the by-laws of the Corporation or by any applicable statute or law are regularly and properly kept.

MEMBERSHIP

22. The membership shall consist of all individuals in attendance at the annual meeting of the Corporation. Each member shall be entitled to one vote at the annual meeting.

DUES

23. There shall be no dues or fees payable by members.

ANNUAL AND OTHER MEETINGS OF MEMBERS

24. The annual or any other general meeting of the members shall be held at the head office of the Corporation or elsewhere in Ontario as the Board of Directors may determine and on such day as The said Directors shall appoint. An annual meeting must be held within 15 months of the previous annual meeting.

25. At every annual meeting, in addition to any other business that may be transacted, the report of the Directors, the financial statement and the report of the auditors shall be presented and a Board of Directors elected and auditors appointed for the ensuing year and the remuneration of the auditors shall be fixed. The members may consider and transact any business either special or general without any notice thereof at any meeting of the members. The Board of Directors or the President or Vice-president shall have power to call at any time a general meeting of the members of the Corporation. Notice of an annual meeting shall be published in advance in a newspaper of general circulation in the Tri-Town and Kirkland Lake area.

ERROR OR OMISSION IN NOTICE

26. No error or omission in giving notice of any annual or general meetings or any adjourned meeting whether annual or general, of the members of the Corporation shall invalidate such meeting or make waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat.

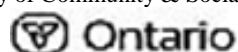
ADJOURNMENTS

27. Any meetings of the Corporation or of the Directors may be adjourned to any time and from the time to time and such business may be transacted at the original meeting as might have been transacted at the original meeting from which such adjournment took place. No notice shall be required of any such adjournment. Such adjournment may be made notwithstanding that no quorum is present.

VOTING OF MEMBERS

28. Subject to the provisions, if any, contained in the Letters Patent of the Corporation, each member of the Corporation shall at all meeting of members be entitled to one vote and he\she may vote by proxy. Such proxy need not himself be a member but before voting shall produce and deposit with the Secretary sufficient appointment in writing from his\her constituent of constituents.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



At all meetings of members every question shall be decided by a majority of the votes of the members present in person or represented by proxy unless otherwise required by the by-laws of the Corporation, or by law. Every question shall be decided in the first instance by a show of hands unless a poll demanded by any member. Upon a show of hands, every member having voting rights shall have one vote, and unless a poll be demanded a declaration by the Chairperson that a resolution has been carried or not carried and an entry to that effect in the minutes of the Corporation shall be admissible in evidence a prima facie proof of the fact without proof of the number or proportion of the votes accorded in favour of or against such resolution. The demand for a poll may be withdrawn, but if a poll be demanded and not withdrawn the question shall be decided by a majority of votes given by the members present in person or by proxy, and such poll shall be taken in such manner as the Chairperson shall direct and the result of such poll shall be deemed the decision of the Corporation in general meeting upon the matter in question. In case of an equality of votes at any general meeting, whether upon a show of hands or at a poll, the Chairperson shall be entitled to a second or casting vote.

FINANCIAL YEAR

29 Unless otherwise ordered by the Board of Directors, the fiscal year of the Corporation shall terminate on the 31st day of March in each year.

EXECUTION OF DOCUMENTS, CHEQUES ETC.

30. All cheques, bills of exchange or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation, shall be signed by such officer or officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors and any one of such officers or agents may alone endorse notes and drafts for collection on account of the Corporation through its bankers, and endorse notes and cheques for deposit with the Corporation's bankers for the credit of the Corporation, or the same may be endorsed "for collection" or "for deposit" with the bankers of the Corporation by using the Corporation's rubber stamp for the purpose. Any one of such officers or agents so appointed may arrange, settle, balance and certify all books and accounts between the Corporation and the Corporation's bankers and may receive all paid cheques and vouchers and sign all the bank's forms or settlement of balances and release or verification slips.

Contracts on the ordinary course, deeds, transfers, licenses, contracts, engagements, of the Corporation's operations may be entered into on behalf of the Corporation by any person authorized by the Board. The President or Vice-President and the Treasurer, or any person or persons from time to time designated by the Board of Directors may affix the corporate seal to any document or instrument, and may make, execute and deliver under the corporate seal any and all instruments in writing necessary or proper for such purposes, including the appointment of an attorney or attorneys to make or accept

transfers of shares, bonds or other securities on the books of any company of corporation. Notwithstanding and provisions to the contrary contained in the by-laws of the Corporation, the Board of Directors may at any time by resolution direct the manner in which, and the person or persons by corporation may or shall be executed.

NOTICE

31. Whenever under the provisions of the by-laws of the Corporation, notice is required to be given, such notice may be given either personally or telecopied or by depositing same in a post office or a public letter-box, in a prepaid, sealed wrapper addressed to the Director, officer or member at his\her or their address as the same appears on the books of the Corporation. A notice or other documents so sent by post shall be held to be sent at the time when the same was deposited in a post office or public letter-box as aforesaid, or if telecopied shall be held to be sent when the same was telecopied. For the purpose of sending any notice the address of any member, Director or officer shall be his\her last address as recorded on the books of the Corporation.

BORROWING

32. The Directors may from time to time

- (a) borrow money on the credit of the Corporation; or
- (b) issue, sell or pledge securities of the Corporation; or
- (c) charge, mortgage, hypothecate or pledge all of any real or personal property of the Corporation, including book debts, rights, powers, franchises and undertakings, to Secure any securities or any money borrowed, or other debt, or any other obligation or liability of the Corporation.

From time to time the Directors may authorize any Director, officer or employee of the Corporation or any other person to make arrangements with reference to the moneys borrowed so to be borrowed as aforesaid and as to the terms and conditions of the loan thereof, and as to the securities to be given therefor, with power to vary or modify such arrangements, terms and conditions and to give such additional securities for any moneys borrowed or remaining due by the Corporation as the Directors may authorize, and generally to manage, transact and settle the borrowing of money by the Corporation.

CREATION OF COMMITTEES

33. The Board of Directors may by resolution create one or more committees which may but need not include members of the Board for the purposes of establishing and maintaining the objects and services of the Corporation. Until otherwise provided, the President shall be a member ex officio of all committees.

The Board of Directors of the Corporation shall have the authority to establish various committees including but not limited to the following, Nominating Committee, Personnel Committee, Policy and Procedures Committee, Fund Raising Committee, Finance Committee, French Language Services Committee, Planning & Priorities Committee and Sexual Assault Program Advisory Committee.

Each committee shall be made of at least one member of the Board of Directors and as many other members of the Board of Directors or the Corporation as the Board of Directors deems necessary.

FRENCH LANGUAGE SERVICES

34. The Pavilion Women's Centre shall be designated as a French Language Services provider and shall accordingly be bound by the French Language Services proposal.

All future Boards of the Pavilion Women's Centre shall continue to be bound by the previous paragraph.

ENACTMENT, REPEAL AND AMENDMENT OF BY-LAW

35. By-laws of the Corporation may be enacted, and the by-laws of the Corporation repealed or amended, by by-law enacted by the majority of the Board at a meeting of the Board of Directors and sanctioned by an affirmative vote of a majority of the members at a meeting of members. The by-laws passed shall be in accordance with section 129 and 130 of the Corporations Act. Any by-law passed at any time during the corporations existence may, in lieu of conformation at a general meeting, be confirmed in writing by all members entitled to vote at such meeting.

DISSOLUTION

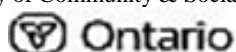
36. Upon the dissolution of the Corporation and after the payment of all debts and liabilities its remaining property shall be distributed or disposed of to charitable organizations which carry on their work solely in Ontario.

INTERPRETATION

37. In these by-laws and in all other by-laws of the corporation hereafter passed unless the context otherwise requires, words importing the singular number of the masculine gender shall include the plural number or the feminine gender, as the case may be, and vice versa, and references to persons shall include firms and corporation.

- ⌘ "Act" shall mean the Corporations Act of Ontario and any Act that may be substituted therefor, as
- ⌘ from time to time amended;
- ⌘ "Board" means the Board of Directors of the Corporation;
- ⌘ "By-laws" means this by-law and all other by-laws of the Corporation from time to time in force and effect;

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services

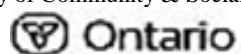


⌘ "A Corporation" means the Corporation incorporated as a Corporation without share capital under the Act by letters patent dated the 16th day of May, 1984 and named "Pavilion Women's Centre";

⌘ "Letters Patent" means the letters patent incorporating the Corporation, as from time to time amended and supplemented by supplementary letters patent.

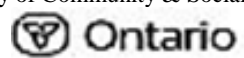
Passed by the Board of Directors and sealed with the corporate seal this day of October, 1994.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



GOVERNANCE POLICIES

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

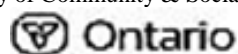
Title: Board of Directors Code of Conduct
Section: Governance

At all times when involved in business relating to Pavilion Women's Centre, Board members are expected to behave in a manner that is consistent with the organization's mandate and principles and in a way that will not compromise the integrity of the organization.

In particular, Board members shall:

1. Attend all Board training and orientation sessions;
2. Complete and clear a CPIC security check;
3. Sign a letter of commitment and confidentiality form and conform to the requirements outlined in each;
4. Read, understand, follow and apply the agency's policy manual, with special attention to the following policies:
 - harassment and violence free workplace
 - communication
 - decision making
 - code of conduct
 - conflict of interest
 - conflict resolution
 - grievance
5. Participate positively in constructive group and meeting process, including both giving and receiving constructive criticism and feedback;
6. Support the establishment and maintenance of a respectful and efficient working environment, free from harassment and violence.
7. Establish and maintain appropriate boundaries in relationships among Board members and with staff, volunteers and service users;
8. Attend all Board meetings, the organization's Annual General Meetings and other meetings as required. If an absence is unavoidable, Board members are expected to send regrets to the Executive Director in a timely manner and to contact the Chair following the meeting to keep informed of the business that transpired at the meeting;
9. Join and participate in at least one committee.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

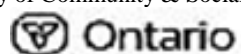
Title: Non-attendance at Board Meetings

Section: Governance

Members of the Board of Directors are expected to attend regular Board meetings and, in the event they must miss a meeting, to notify the Executive Director in advance.

Where a Board member misses three (3) consecutive meetings without providing an acceptable reason for such absences, the Board of Directors may ask the member to take a leave of absence for a specified period of time or to resign from the Board.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Decision making within the Board of Directors
Section: Governance

The Board of Directors will endeavour whenever possible to make decisions by consensus, which is defined as working towards and achieving agreement through discussion and compromise.

Board members will be provided with ample opportunity to review and discuss matters before a decision is called for. Whenever possible, a Board member's request for additional time will be honoured; however, it is understood and accepted that some decisions are time sensitive, in which case such requests may not be honoured.

When it is not possible to make a decision by consensus, the decision will be made by a seventy-five percent (75%) majority vote, with voting taking place by a show of hands.

The Board of Directors shall have responsibility for decision-making in the following areas:

- i. policy development and revision
- ii. legal matters
- iii. strategic and operational planning
- iv. financial management, including budget approval
- v. any personnel matters relating to the Executive Director

PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Commitment to a harassment and violence free workplace

Section: Governance

Pavilion Women's Centre is committed to providing a workplace that is free from harassment, violence and the threat of harassment or violence for all employees, volunteers and clients.

Pavilion Women's Centre acknowledges that harassment and violence can arise in any workplace as a result of the actions of any individual and is committed to addressing such behaviour through appropriate policies, procedures, training, and supervision and, where necessary, discipline.

For the purpose of this policy, "any individual" includes employees, the employer, volunteers, clients, partners/former partners of clients, partners/former partners of employees and strangers.

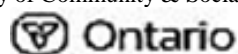
The agency recognizes that harassment and violence fit on a continuum ranging from offensive remarks to physical violence and sometimes building over time from less to more serious behaviour.

For the purposes of this policy, harassment and violence include a broad range of behaviours along a spectrum of severity that can generate concern for personal safety and/or personal injury. At the low end of the spectrum are disruptive, aggressive, harassing or emotionally abusive behaviours that generate anxiety or create a climate of distrust that adversely affect process, productivity and morale. Further along the spectrum are words or other actions that are reasonably perceived to be hostile, intimidating, frightening or threatening and generate a justifiable concern for personal safety. At the high end of the spectrum are acts of overt violence such as assault, pushing, shoving, hitting or physical actions that include weapons and serious physical attacks.

Pavilion Women's Centre is committed to ensuring the safety of its employees from harassment and violence, including domestic violence, which can enter the workplace whether or not the perpetrator of the domestic violence is an employee.

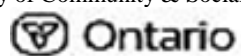
Pavilion Women's Centre is committed to identifying and responding to harassment or violence at the earliest possible opportunity to minimize the possibility of escalation.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



The agency shall follow all relevant legislation including, but not limited to, the Criminal Code and Ontario Human Rights Code and, in particular, Bill 168, An Act to Amend the Occupational Health and Safety Act with respect to violence and harassment in the workplace and other matters, and its associated regulations.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Board Development and Training
Section: Governance

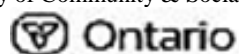
In order to ensure that the Board of Directors is as well informed and effective as possible, Board members will be encouraged to participate in workshops, conferences and other related activities and training.

Where the agency's budget allows, financial support for travel, registration fees and accommodation/meals will be provided.

Board members are encouraged to seek out relevant training and development opportunities and bring them to a Board meeting for discussion and decision.

As well as participating in external training opportunities, the Board of Directors will have at least one internal training per year, or as opportunities or need arise. Among other things, these trainings will provide an opportunity for Board members to learn more about Pavilion Women's Centre's operations, to be given ongoing training opportunities related to the agency's commitment to providing a harassment and violence free workplace and to engage in team building activities and to reflect upon and learn about their roles and responsibilities

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

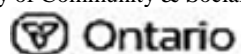
POLICY MANUAL

Title: Board Evaluation
Section: Governance

The Board of Directors shall use a variety of tools to evaluate itself and the effectiveness of its operation. These tools shall include, but not be limited to, the following:

- ✧ completion of an annual Board evaluation questionnaire, which will be distributed and collated by the Board chair and shared with Board members at an internal training day
- ✧ conducting exit interviews with all departing Board members, regardless of the reason for the member's departure

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

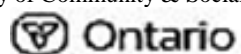
Title: Staff Representation to the Board of Directors
Section: Governance

The Executive Director of Pavilion Women's Centre is the official liaison between the staff and the Board of Directors.

The Executive Director shall provide information, participate in discussions and contribute to planning and problem solving, but shall not have a vote.

The Executive Director shall participate in in camera discussions other than any relating to her.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

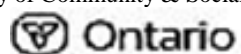
POLICY MANUAL

Title: French Language Services
Section: Governance

Pavilion Women's Centre provides programs and services to a community that includes a significant French-speaking population.

The Centre is committed to developing and maintaining an appropriate number of bilingual members of the Board of Directors and staff, in both management and frontline positions, to ensure that the needs of this population are met.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Committee Structure
Section: Governance

All committees are directly accountable to the Board of Directors. Pavilion Family Resource Centre has the following permanent committees:

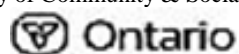
- ♀ French Language Services
- ♀ Policy and Procedures
- ♀ Finance and Fundraising
- ♀ Nominating

In addition to permanent committees, the Board of Directors may establish ad hoc committees as needed from time to time.

Committee membership shall consist of Board and staff representation and, where appropriate, representation from the community. Committees will be chaired by a Board member, who is responsible for calling meetings and setting agendas.

Terms of reference for all committees appear in the Procedures Manual.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

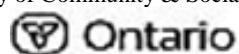
Title: Decision making within committees
Section: Governance

Committees will endeavour whenever possible to make decisions by consensus, which is defined as working towards and achieving agreement through discussion and compromise.

Committee members will be provided with ample opportunity to review and discuss matters before a decision is called for. Whenever possible, a committee member's request for additional time will be honoured; however, it is understood and accepted that some decisions are time sensitive, in which case such requests may not be honoured.

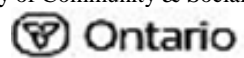
When it is not possible to make a decision by consensus, the decision will be made by a seventy-five percent (75%) majority vote, with voting taking place by a show of hands. Decisions made by committees will proceed for final approval to the Board of Directors.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



FINANCIAL POLICIES

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



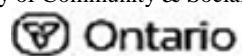
PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Financial Management
Section: Financial

The Executive Director, overseen by the Board of Directors, is responsible for the financial management of the Pavilion Women's Centre.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



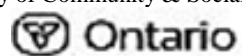
PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Financial Record Keeping
Section: Financial

The Executive Director, in consultation with the agency auditor, will ensure that appropriate accounting records are kept for each program.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Cheque Signing
Section: Financial

Cheques issued by the Corporation must be signed by two authorized signing officers of the Pavilion Women's Centre. One external signing authority (member of the Board) shall be one of the signatories unless prior approval has been granted.

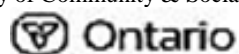
PROCEDURE

Cheques under \$5000 may be signed by any two authorized signing officers of the Pavilion Women's Centre.

Unless previously approved, cheques over \$5000 must be signed by the E.D or Program Coordinator and one member of the Board of Directors with signing authority. (They have exempted Receiver General cheques.....should it be stated on here?).

The cheque registry will be circulated at Board meeting.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

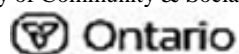
Title: Fundraising Revenue
Section: Financial

The Pavilion Family Resources Centre participates in a variety of fundraising activities – including but not limited to receipt of donations, Bingo and lottery income -- to supplement its regular Ministry funding.

Such revenues may be spent on any aspect of the Centre's operation as decided by the Executive Director, who reports to the Board about such expenditures.

If the Centre receives an unexpected donation of \$2,000 or more, the Executive Director will discuss its appropriate use with the Board of Directors, who will be responsible for making the final decision.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

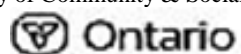
POLICY MANUAL

Title: Contributions from Perpetrators
Section: Financial

Pavilion Women's Centre will accept money from perpetrators of criminal offences on the rationale that such money can be put to good use by the organization.

The Board of Directors retains the absolute right to final discretion in these matters and may, at any time and without explanation, decide to reject such a potential contribution.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

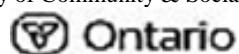
Title: Fees for Service and Honoraria
Section: Financial

Pavilion Women's Centre is committed to ensuring free access to its services for all women and children who wish to live free from violence and be safe. No fees will be charged for the minimum mandated services and programs outlined in the Program Description Policy.

Pavilion Women's Centre will accept honoraria for presentations and speaking engagements. These monies will form part of the agency's general revenues.

Any financial honoraria received by an employee, volunteer, committee member or member of the Board of Directors as a result of work done on behalf of the agency and/or as the agency's representative, will be submitted to the agency.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

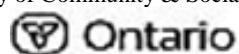
Title: Travel and Expenses
Section: Financial

Employees and volunteers shall be reimbursed for approved travel and other expenses incurred while carrying out work-related activities.

Staff using their personal vehicle for work-related purposes must carry, at their own expense, a minimum of one million dollars liability insurance or such other amount as the shelter insurance company may recommend.

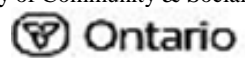
Pavilion Women's Centre shall not pay for any repairs, tickets or other expenses incurred by staff while driving their own vehicles.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



OPERATIONS POLICIES

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Organizational Structure
Section: Operations

Pavilion Women's Centre is committed to responsible use of power and authority, open communication and accountability. To support these commitments, the Centre uses a participatory hierarchy structural model.

To support this organizational structure, roles and responsibilities of Board members, staff and volunteers shall be clearly defined, input from staff, volunteers and service users shall be sought out and used, and clear and transparent systems of communication and accountability shall be established and maintained.

The Board of Directors shall operate as a policy board and shall have responsibility for:

- ♀ development and approval of all policies
- ♀ legal issues
- ♀ strategic and operational planning
- ♀ financial management

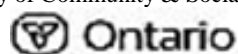
The day to day management of and responsibility for these matters shall rest with the Executive Director, who is at all times accountable to the Board of Directors.

The Board of Directors is selected from the community and is elected at the agency's Annual General Meeting. The Board is directly accountable to the community and is legally accountable to all funders.

As noted above, the Executive Director is responsible for the day to day management of the Centre. This includes, but is not limited to:

- ♀ personnel management
- ♀ financial management, including budget development and reporting to funders
- ♀ maintenance of effective relationships with funders and potential funders
- ♀ effective communication with the Board of Directors and between and among the Board, staff, volunteers and committees
- ♀ ensuring fulfillment of service contracts as required by funders
- ♀ establishment and maintenance of effective relationships with other service providers, the public and the media
- ♀ maintaining a positive image of the Centre in the community.

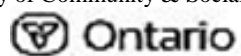
Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



See the Executive Director's job description elsewhere in this Manual for a more detailed description of her responsibilities.

Employees are expected to follow the terms of their job description found elsewhere in this Manual as well as agency policies and procedures and are accountable to the Executive Director.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Lines of Accountability and Communication
Section: Operations

Lines of accountability and communication at Pavilion Women's Centre follow the structure outlined in the Organizational Structure policy.

In particular, Pavilion Women's Centre recognizes that clear and open formal lines of communication are a crucial component of a modified hierarchy structural model. These formal lines of communication are not intended to interfere with informal communication, but rather to set parameters within which official communication will take place.

Accountability:

The Board of Directors has ultimate accountability for the Centre in all respects, but in particular with funders, the agency's general membership and with the community at large.

The Executive Director is the face of accountability for the organization on a daily basis, and is accountable to the Board of Directors directly.

Staff and volunteers are accountable to the Executive Director.

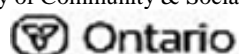
The Board of Directors, staff and volunteers are committed to working in a way that demonstrates an understanding of their personal, interpersonal and group accountability within the agency.

Communication:

The Board of Directors has responsibility for the agency's overall communications strategy. The Executive Director is the voice of communication on a daily basis, with responsibility for communication with funders, the agency's general membership, the community at large, the media and the political sector.

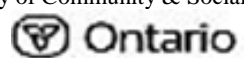
All formal communication between staff and volunteers and the Board of Directors flows through the Executive Director. A Board member who wishes to speak to a specific staff member and vice versa will communicate through the Executive Director and/or in compliance with relevant agency policies and procedures.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



To support open communication, the agency will create opportunities on a regular basis for Board and staff to meet together as a group.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Role of Men
Section: Operations

Pavilion Women's Centre is a feminist agency providing services to women and their children who are dealing with violence within their family.

This work requires a particular sensitivity to the needs of our clients, who may not feel safe in the presence of men. As well, our feminist analysis means we wish to ensure that women provide the leadership within our organization.

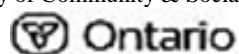
Accordingly, men are welcome to support our work in a variety of ways:

- ♀ as Board or committee members
- ♀ by providing financial support
- ♀ as general members of the organization
- ♀ as volunteers providing non direct service

Men will not participate as:

- ♀ staff members
- ♀ direct service volunteers.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Conflict resolution
Section: Operations

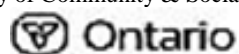
Pavilion Women's Centre realizes that conflicts within professional relationships, whether interpersonal or work-related, are inevitable and is committed to supporting individuals affiliated with the organization in resolving such conflicts.

All those affiliated with the agency – Board members, committee members, other volunteers and staff – are expected to support the agency's commitment to personal and professional accountability. Anyone involved in a conflict and its resolution is expected to demonstrate good faith and to make every effort to keep the conflict from having a negative impact on the agency, its clients, its services and/or their job performance.

Individuals involved in a conflict are expected to make sincere efforts to resolve the conflict together before calling upon the formal conflict resolution policy and process.

If such attempts are unsuccessful or if anyone involved in a conflict is unable to address it with the other individual(s) involved, the formal conflict resolution procedure shall be followed.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Conflict of Interest Policy
Section: Operations

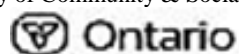
Pavilion Women's Centre realizes that individuals associated with the organization will benefit as a result of that association. This policy deals only with those situations that involve real and tangible benefits that potentially compromise the integrity of the organization.

No one associated with the organization, including members of the Board of Directors, committee members, employees or other volunteers with the organization or their partner(s), family/household member(s), and/or relative(s) or close friends shall benefit directly and tangibly because of their association with Pavilion Women's Centre, if that would potentially compromise the integrity of the organization. In particular, no such person shall benefit financially in a direct, tangible manner as a result of her/his association with Pavilion Women's Centre, if that would potentially compromise the integrity of the organization.

In addition, Board members, volunteer committee members, employees and general volunteers shall not use their association with Pavilion Women's Centre to promote or interfere with anyone's right to access services.

Everyone associated with the organization is expected to identify general or specific areas of conflict – their own or those of others – as those conflicts arise. Once identified, conflicts shall be recorded in the minutes of the relevant meeting.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

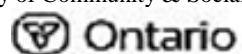
POLICY MANUAL

Title: Right to refuse unsafe work
Section: Operations

In addition to the general right to refuse unsafe work as set out in the relevant legislation, staff have the right to refuse to work if they have reason to believe they are in danger from workplace violence, including threats of physical violence.

Concern about workplace harassment does **not** constitute grounds to refuse work.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Policy Development
Section: Operations

Pavilion Women's Centre recognizes that the agency's policies must be living documents that are reviewed and amended regularly to suit the particular circumstances of the time. Further, the agency acknowledges that policies are the most effective when all those affected by them are involved in their development and review.

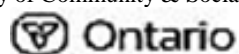
The Board of Directors will establish a Policy Committee with the mandate to direct the agency in the development, review and amendment of policies as needed. The Committee will consist of the Executive Director and representation from the Board. Half the policies will be reviewed each year, according to the attached schedule so that every policy is reviewed once every two years. Policies and procedures related to workplace harassment and violence shall be reviewed annually, as required by the legislation.

The Committee will provide the agency with notice of its meeting to allow all those affiliated with the agency to submit comments on policies under review.

In addition, anyone who wishes a policy to be reviewed or a new policy to be developed, will submit a request, with reasons, to the Policy Committee, which will call a meeting to review the request.

Before any new policy is adopted or revisions to an existing policy are approved, all Board and staff will have the opportunity to have input to the process.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

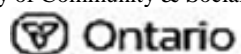
POLICY MANUAL

Title: Centre Tours
Section: Operations

Pavilion Women's Centre is committed to increasing public awareness of violence against women and about the services provided by the agency. The agency is also committed to respecting the privacy of its clients, to supporting the work of its staff and to ensuring the safety of all.

The Centre shall allow tours, as long as they happen in accordance with the above-stated principles.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: External Communication
Section: Operations

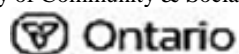
Pavilion Women's Centre recognizes that communication with the public and developing and maintaining a positive relationship with the media are critical to raising awareness about violence against women and to ending such violence, as well as to supporting the work of the Centre.

When establishing protocols, procedures and plans related to external communication, a key principle shall be the agency's commitment to the safety and privacy of the women and children using its services.

Responsibility for external communication shall rest with the Executive Director, who must approve all media/political contact as well as public education presentations.

Procedures shall be developed for ongoing evaluation of public education/media work that will allow the Executive Director to respond to concerns and note and acknowledge positive feedback appropriately.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Networking
Section: Operations

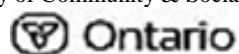
Pavilion Women's Centre recognizes that delivery of services to its clients is enhanced by working closely with other service providers.

When establishing protocols, procedures and plans related to networking, a key principle shall be the agency's commitment to the safety and privacy of the women and children using its services.

The Centre shall gather and maintain current information about other services in the community and will make this information available to its service users. The Centre will also provide such information about its services to other service providers in the area.

Where appropriate, Centre staff will consult with other service providers about a client. Before this can happen, the client shall provide written, informed consent.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Transgendered women
Section: Operations

Pavilion Women's Centre is committed to operating in a manner that recognizes the human right to equal and non-discriminatory treatment of all. This commitment applies to the Centre's role as an employer and as a service provider.

For the purposes of this policy, transgendered women are defined as people living and identifying as women. This definition does not include cross dressers or female to male transgendered people who identify as male.

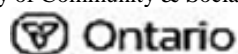
Transgendered women who meet admission criteria will be admitted to the Centre's services and will be accommodated to the extent of the Centre's capability.

Likewise, transgendered women who meet employment or volunteer criteria and who are successful in an employment or volunteer selection process, will be welcomed to the Centre as employees or volunteers and will be accommodated to the extent of the Centre's capability.

Pavilion Women's Centre makes the following commitments to ensure the rights of transgendered women services users, employees and volunteers are respected and protected:

1. Voluntary disclosure of a transgendered woman's status shall not influence the services provided, employment status or the selection process for staff or volunteers. The information shall not be recorded or disclosed;
2. Any employee or volunteer who discloses such confidential information about a service user, employee or volunteer will face disciplinary proceedings;
3. Any service user who discloses such confidential information may have her access to services terminated, at the discretion of the Executive Director;
4. No woman shall be refused service, a job interview, a position or an opportunity to volunteer based on her transgendered status;
5. No woman shall be dismissed from the organization and no woman shall have her services terminated on the basis of her transgendered status;
6. No employee shall refuse to provide services to a woman based on her transgendered status. Any such refusal shall result in disciplinary action.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Confidentiality of Records
Section: Operations

Pavilion Women's Centre understands the importance of privacy for its service users and is committed to respecting and protecting that privacy to the limit allowed by the law. This commitment is compatible with the agency's belief that women have the right to make independent choices about their lives and that those choices must be respected.

While the Centre is committed to working collaboratively with other agencies and professionals, its commitment to the safety and privacy of the women and children using its services is its top priority.

The Centre understands that records are one part of a consistent, meaningful approach to providing services to women and children. Good records can:

- ♀ support stability and predictability in the delivery of services
- ♀ promote effective communication
- ♀ promote staff and agency accountability and professionalism
- ♀ help ensure service users are treated in a fair and consistent manner
- ♀ allow service users to have information about themselves, and
- ♀ enhance safety for service users individually and as a group as well as for staff and volunteers

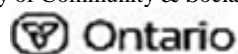
The Centre is also committed to ensuring the confidentiality of information relating to its employees and volunteers.

All staff and volunteers, including members of the Board of Directors, and all service users shall sign a confidentiality commitment at the beginning of their relationship with the Centre.

The following information shall be kept confidential:

1. identifying and personal information relating to current and past service users
2. identifying and personal information relating to employees and volunteers which could compromise their safety, including home telephone numbers and addresses
3. legal and personnel information
4. in-camera business of the agency

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



This list is not intended to be final or limited, and additional information may be identified as confidential by the organization from time to time.

Exceptions:

1. There are situations in which confidential information will be disclosed:
2. when the disclosure is made by the person to whom the information pertains when required by law, in particular, by order of either the family or criminal court (for example, a subpoena or application for production of records) or when required by child protection legislation (for example, as required by duty to report legislation)
3. after a serious occurrence as identified in the relevant policies
4. when the person to whom the information pertains has provided a written and signed Consent to Release form

Non-compliance:

Non-compliance with this policy shall be taken very seriously by the Centre.

In the case of an employee, the agency discipline policy shall be used. Depending on the seriousness of the non-compliance, the consequence could be an immediate termination of employment.

In the case of a volunteer, including a member of the Board of Directors, noncompliance could lead to an immediate termination of the volunteer relationship.

In the case of a service user, a breach could result in an immediate termination of service.

Ownership:

Records are the property of the agency and all persons within the agency are responsible for securing the information against loss, damage, theft, tampering, copying or access by unauthorized persons.

Storage:

All paper records, computer printouts, audio and visual materials or records shall be kept either in a room supervised at all times by authorized persons or in locked cabinets as appropriate.

Information shall be stored so that it may be used effectively and efficiently by appropriate staff but also remain secure from unauthorized access.

Financial information shall be kept for a minimum of seven (7) years.

Personnel information relating to unsuccessful candidates shall be kept for one (1) year.

Personnel information relating to ex-employees shall be kept for three (3) years or until the completion of any legal or quasi-legal action, as necessary.

Detailed information relating to services provided to individual service users shall be kept for a maximum of one (1) year following termination of service.

PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Technological Communication
Section: Operations

Pavilion Women's Centre acknowledges that the appropriate use of technological communication, including the internet and email, can provide an effective and cost-efficient form of professional communication both internally and externally.

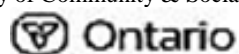
Employees are expected to use both in the internet and email for work purposes in a professional manner, with a particular focus on confidentiality and safety of clients and staff.

Any use of the internet and email must be in accordance with the Centre's principles.

Communication with clients through the internet, including email, shall not be permitted, for reasons of client and staff safety.

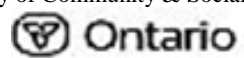
Use of email to share sensitive or confidential information about clients is strongly discouraged.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PERSONNEL POLICIES

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



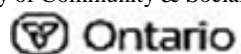
PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Position Descriptions
Section: Personnel

The Pavilion Women's Centre is committed to open and transparent communication and sharing of information with all staff. To this end, every staff position will have a position description with an attached salary level, which will be signed by new employees when they accept a position with the agency. Employees will sign any updated or revised job descriptions that may be developed while they hold the position.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

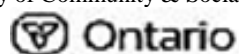
POLICY MANUAL

Title: Personnel Information Privacy Policy
Section: Personnel

Pavilion Women's Centre respects the right to privacy of its employees. Accordingly, personnel files will contain only information directly relevant to employment with the agency. This information will be held in the strictest confidence and will only be released to third parties with the employee's written consent or as required by law.

Employees have the right to have access to their personnel file in accordance with the Privacy Procedure.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION FAMILY CENTRE

POLICY MANUAL

Title: Workplace Equity Policy
Section: Personnel

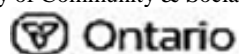
Pavilion Women's Centre is committed to creating and maintaining a diverse and representative staff, volunteer and Board team to lead its work.

Pavilion Women's Centre recognizes that historic and systemic discrimination against particular groups means that a proactive approach to the selection of staff, volunteers and Board members may be necessary.

Pavilion Women's Centre will work towards a staff, volunteer and Board composition that is reflective of its community in terms of race, ethnicity, religion, culture, country of origin, sexual orientation, age, ability and class

The agency's hiring and volunteer/Board recruitment policies will reflect this commitment.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Hiring Policy
Section: Personnel

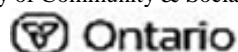
As part of its commitment to openness and transparency, Pavilion Family Resource Centre will strive to include staff members on its hiring committees; however, the Executive Director has the authority to conduct hiring for all full time permanent positions (except that of Executive Director) on her own. In the case of hiring a new Executive Director, the hiring committee shall consist of 2 staff, 2 members of the Board of Directors and, if appropriate, the departing Executive Director.

All hiring will be conducted in accordance with relevant law, including the French Language Services Policy and the Ontario Human Rights Code as well as internal policies, including the Workplace Equity Policy.

Final hiring decisions for all positions except that of Executive Director are made by the Executive Director, in consultation with the hiring committee. Decisions about hiring for the Executive Director position are made by the Board of Directors, in consultation with the staff members of the hiring committee.

Hiring committees shall be used for the selection of casual, relief, contract and part time positions whenever possible and appropriate, but in these cases the Executive Director has the authority to conduct a hiring without a hiring committee if demanded by circumstances.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



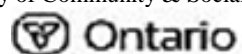
PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Position Postings
Section: Personnel

Pavilion Women's Centre is committed to open posting of positions to support current employees and volunteers who wish to advance or move within the agency while also ensuring that the best possible candidates – internal or external – are made aware of available positions.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

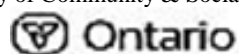
Title: Hiring Review Process
Section: Personnel

In order to ensure that hiring complies with the agency's Workplace Equity Policy, an Ad Hoc committee consisting of both staff and Board of Directors representation shall be struck from time to time to review and evaluate the hiring processes used by Pavilion Women's Centre. Such a committee would also be struck if an unsuccessful candidate or other person were to allege an unfair hiring practice.

This committee will conduct a thorough examination of the hiring process, including a review of the job postings, the short listing and interview practices, current staff composition and any other elements of the process that the committee feels is necessary.

The committee will prepare a written report which it will submit to the Board of Directors for review and, where necessary, action.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



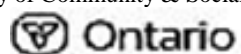
PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Security Screening
Section: Personnel

All staff at Pavilion Women's Centre must undergo a security screening before being offered a position, in order to maximize the safety of women and children using the agency's services.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

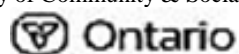
POLICY MANUAL

Title: Confidentiality Commitment
Section: Personnel

As part of its commitment to providing a safe, confidential environment for all clients, Pavilion Women's Centre expects staff, volunteers and student placements to hold all information they receive through their employment, volunteer work or placement with the agency in the strictest confidence. Every individual associated with the agency in one of these capacities must sign a confidentiality commitment, which is then placed in her file.

All those receiving services from or participating in programs run by the agency are also expected to hold information they receive in this context in the strictest confidence. All clients must sign a confidentiality commitment as part of their initial interview or intake, which is then kept in their file.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Grievance Policy
Section: Personnel

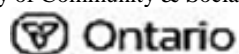
Note: This policy should be read in conjunction with a number of other policies, including conflict of interest, conflict resolution, discipline, confidentiality and supervision, in order to ensure the correct policy is applied to a given situation.

Pavilion Women's Centre recognizes that grievances relating to personnel practices and decisions will arise from time to time and is committed to resolving such situations in a manner that is positive and constructive both for the individuals involved and for the organization as a whole.

While all employees are encouraged to use the formal grievance policy and procedure where appropriate, the agency encourages the use of informal dispute resolution strategies, where possible, as a first step.

This policy in no way removes the right of employees to invoke outside mechanisms including the Ontario Human Rights Commission, the Ministry of Labour and/or the legal/court system.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



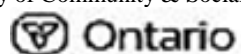
PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: References
Section: Personnel

Pavilion Women's Centre wishes to support those employees with a positive work record with the agency who seek employment or education opportunities elsewhere. The Centre realizes that an employer reference can be important to employees in this situation and also realizes that provision of such a reference carries with it liability for the agency.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Professional Development
Section: Personnel

Pavilion Women's Centre supports ongoing professional development and training for its employees as part of its commitment to the delivery of quality services to women and their children.

Employees have a right to receive appropriate training, and it is an expectation that they will participate in such training.

The Centre realizes that different employees will have different training needs and differing abilities to access training opportunities. Therefore, a wide variety of training and professional development opportunities will be made available, including training at staff meetings and during regular work hours as well as courses, workshops and conferences that take place outside the regular workday and/or out of the area.

Employees are encouraged and expected to identify training and professional development opportunities that are appropriate and of interest to them and to discuss these with the Executive Director as part of their ongoing supervision. The Executive Director will develop and review her training plan in consultation with her supervisor.

Permanent staff will be allotted specific numbers of professional development days and expenses according to the agency's annual budget.

Employees who participate in off-site training and professional development will be expected to share their learning with appropriate staff upon their return.

All decisions about training and professional development will be made by the Executive Director, who will consider the needs of the individual employee as well as the needs of the agency and the financial implications.

PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Orientation and Training
Section: Personnel

Orientation:

Pavilion Women's Centre is committed to ensuring that all new staff receives a general orientation and introduction to the agency within one week of beginning employment. All new employees will also receive position-specific orientation and training, which will include training about the agency's workplace harassment and violence policies and procedures.

The Executive Director is responsible for ensuring this is completed in a timely manner.

Training:

As part of ongoing staff training, information will be provided to staff about the agency's workplace harassment and violence policies, procedures and practices. In particular, training will ensure that all staff:

- know how to identify workplace harassment and violence, including domestic violence
- know their responsibility to report incidents of workplace harassment and violence
- know how to summon immediate assistance in the case of workplace violence
- how to respond to any such incident as it may arise, in a manner that minimizes risk of harm to the intervening staff person as well as the person who is the target of the violence
- have an understanding of the employer's obligations to investigate and respond to complaints and incidents of workplace harassment or violence

PAVILION WOMEN'S CENTRE

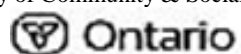
POLICY MANUAL

Title: Probation
Section: Personnel

In order to ensure that both the employee and the agency have an adequate period of time in which to evaluate their mutual compatibility, all non-contract employees with the exception of the Executive Director shall have a minimum probationary period of three (3) months.

The Executive Director shall have a probationary period of six (6) months.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Performance Appraisals and Supervision
Section: Personnel

In keeping with Pavilion Women's Centre's commitment to promoting and ensuring individual and agency accountability, all permanent employees shall participate in and receive formal performance appraisals and ongoing supervision.

The Executive Director, assisted by the Residential Program Coordinator, is responsible for conducting performance appraisals and ongoing supervision of employees.

The Executive Director will have her performance appraisal conducted by a committee of three (3) Board members. She shall receive ongoing supervision from a Board member of the Personnel Committee

Performance appraisals allow the agency and employee to:

- ⌘ compare the results achieved with the required standards
- ⌘ identify training needs
- ⌘ facilitate changes in duties and/or organization
- ⌘ provide a basis for promotion, references or discipline
- ⌘ recognize the positive contributions of individual employees to the work of the agency
- ⌘ identify and address specific concerns and areas for future professional growth and development

Performance appraisals should be an ongoing process and encourage the employee and supervisor to communicate openly about any and all work-related issues. They should facilitate the setting of goals and objectives and identify resources needed to achieve those goals and objectives.

PAVILION WOMEN'S CENTRE

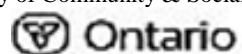
POLICY MANUAL

Title: Disciplinary Action
Section: Personnel

Pavilion Women's Centre is committed to fair and accountable employment practices. In accordance with this commitment, disciplinary action may be taken in response to unacceptable behaviours on the part of individual employees.

The Centre shall use a four-step system of progressive discipline, but may begin at whatever step the circumstances warrant.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



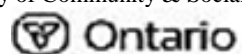
PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Termination of Employment
Section: Personnel

Pavilion Women's Centre acknowledges that termination of employees can arise in a number of different contexts and shall use appropriate procedures to ensure the employee is treated in a respectful and fair manner, the agency is protected and all relevant legislation is followed.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



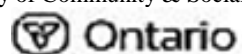
PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Overtime
Section: Personnel

Pavilion Women's Centre supports a healthy work environment with as little overtime for non-management staff as possible. Where overtime is unavoidable, it shall be compensated by time off on an hour for hour basis.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



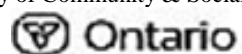
PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Bereavement Leave
Section: Personnel

Pavilion Women's Centre supports employees who need to be absent from work because of a death in their personal community by providing paid time off as well as discretionary unpaid time.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



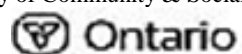
PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Leaves of Absence Without Pay
Section: Personnel

Pavilion Women's Centre supports its employees who may wish or need to be absent from the workplace for an extended period of time through allowing unpaid leaves of absence, both planned and unplanned (emergency).

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



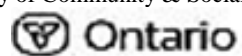
PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Parental Leave
Section: Personnel

All permanent full-time and part-time employees are eligible for parental leave as mandated by federal Employment Insurance legislation.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



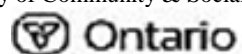
PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Statutory Holidays
Section: Personnel

Within the limitations created by a 24-hour-a-day, 7-day-a-week workplace, employees are entitled to nine statutory holidays with pay or to appropriate compensation in the event they work those holidays.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

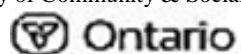
POLICY MANUAL

Title: Vacation and Personal Days
Section: Personnel

Pavilion Women's Centre acknowledges the unique challenges of working in an agency serving abused women and their children and is committed to supporting its employees in maintaining a healthy workplace through the appropriate use of vacation and personal days.

All permanent employees are entitled to both annual vacation time and personal days.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



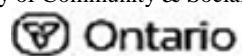
PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Sick Leave
Section: Personnel

Pavilion Women's Centre shall provide leave with pay when a permanent full-time employee is not able to work because of illness.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

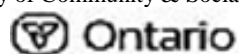
Title: Code of Conduct for Employees
Section: Personnel

At all times when involved in business relating to Pavilion Women's Centre, employees are expected to behave in a manner that is consistent with the organization's mandate and principles and in a way that will not compromise the integrity of the organization.

At a minimum, employees are expected to:

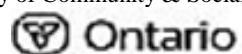
1. Fulfill the requirements outlined in their job descriptions in a timely, efficient and effective manner;
2. Follow the requirements set out in their contract of employment;
3. Be familiar with all agency policies and procedures, in particular, those relating to their work responsibilities. All employees shall be familiar with the following policies and procedures:
 - a. harassment and violence free workplace
 - b. communication
 - c. decision making
 - d. code of conduct
 - e. conflict of interest
 - f. conflict resolution
 - g. grievance
4. Arrive at work on time, ready and able to fulfill their responsibilities;
5. Support and implement decisions made using proper channels within the organization;
6. Address issues in a direct manner, using the appropriate agency policies and procedures;
7. Contribute to the maintenance of a respectful and efficient work environment, free from harassment and violence.
8. Exercise good judgment in establishing and maintaining appropriate boundaries between their work and personal lives, communicate those boundaries clearly and respect boundaries identified by coworkers;
9. Behave in a respectful manner at all times, but especially when giving or receiving feedback and when dealing with workplace-related challenges;
10. Demonstrate good judgment in establishing and maintaining professional boundaries with service users.
11. Work in compliance with the *Occupational Health and Safety Act* and its regulations.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



Employees' adherence to these minimum standards shall be reviewed as part of the regular supervision and performance appraisal process. Where challenges arise, goals and objectives shall be set by the employee and the Executive Director, with realistic timelines for their achievement. Where necessary, the agency's Disciplinary Action Policy found elsewhere in this Manual may be called upon.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

TITLE: Allegations of Discrimination, Harassment or Violence
SECTION: Personnel

Pavilion Women's Centre is committed to the development and maintenance of an environment free from discrimination, harassment and violence, in a manner compatible with the Criminal Code of Canada, the Ontario Human Rights Code and policies found elsewhere in this manual.

This policy supports the agency's commitment to balancing and respecting the rights of all involved parties, such as the right to due process, the right to be believed innocent until proven guilty, the right to harassment and violence free workplace and living environment and the right to personal safety.

When a service user, volunteer, student or employee initiates a legal action, human rights complaint, formal grievance and/or formal service complaint with respect to allegations of discrimination, harassment or violence, the parties involved may, if appropriate:

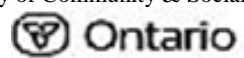
- consider the use of vacation and/or sick leave;
- be reassigned to new hours of work and/or different job responsibilities
- be removed from their positions, without prejudice and with full salary and benefits, if budgetary considerations permit

Decisions about the specific course of action to be taken shall be made by the Executive Director in consultation with the Personnel Committee and/or the Board of Directors, depending on the circumstances.

Confirmation of participation in any abusive, harassing, discriminatory or violent act may result in use of the Disciplinary Action policy found elsewhere in this Manual.

PROGRAM AND SERVICE DELIVERY

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

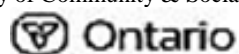
POLICY MANUAL

Title: Program Description
Section: Programs and Services

Pavilion Women's Centre offers four kinds of programs and services to women who have experienced violence and their children:

1. Safe, temporary emergency shelter accommodation, safety planning and crisis support services;
2. Community-based general counseling, support, referral and follow up services and assistance for abused women and their children;
3. Early intervention to child witnesses of woman abuse, including assessment, safety planning, support group counseling, referrals and short term follow up; and
4. Transitional support program, including safety planning, referrals to other services and time limited follow up.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

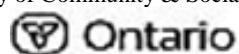
Title: Non-Discrimination and Accessibility
Section: Programs and Services

Pavilion Women's Centre shall demonstrate a strong commitment to ensuring that services are accessible and available to all women and their children.

Services shall not be refused to any woman or her child(ren) on the basis of race, religion, citizenship/immigration status, refugee status, nationality, ethnicity, language spoken, age, sexual orientation, class or disability.

The Centre recognizes that physical and other limitations mean that not all of its services are available or accessible to all women and their children at all times, and has an ongoing commitment to the minimization and elimination of such barriers.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Eligibility and Intake Criteria for Residential Clients
Section: Programs and Services

Pavilion Women's Centre is committed to providing residential services to the following people:

1. Abused women and their children, with priority given to women who have been abused within an intimate relationship; and
2. Women and their children who are in need of temporary shelter for reasons other than abuse or violence, when no other suitable option exists in the area and when the Centre has the physical capacity to do so.

Anyone eligible for and choosing shelter at Pavilion Women's Centre must be:

- ⓧ willing and able to live independently and co-operatively within a communal setting;
- ⓧ willing and able to assume personal responsibility for themselves and their children;
- ⓧ willing and able to comply with the Pavilion Women's Centre House Guidelines

The following individuals are not allowed to reside at Pavilion Family Resource Centre:

1. Adult males
2. Children under the age of sixteen (16) years of age without their mother.

All decisions relating to admission to Pavilion Women's Centre's services shall be made based on the issues of safety and security of all service users and staff. Should the Centre determine an individual is inappropriate for its services, staff will make every reasonable effort to find a suitable alternative.

PAVILION WOMEN'S CENTRE

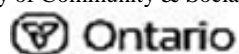
POLICY MANUAL

Title: Minimum Commitments to Service Users
Section: Programs and Services

Pavilion Women's Centre is committed to providing the best possible services to all women and children who seek services from the Centre. Specifically:

1. Pavilion Women's Centre shall provide a safe and secure environment for all service users;
2. All service users shall have access to qualified, trained and competent employees, 24 hours a day;
3. Services shall be provided in a respectful, non-judgmental and confidential manner;
4. Services shall be provided in a manner that supports women's right to autonomy and individual choice;
5. Service users have access to a formal complaints process, as outlined in the Client Complaint Policy found elsewhere in this Manual.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Program Planning and Evaluation
Section: Programs and Services

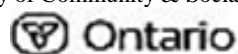
The Executive Director is responsible for ensuring that programs are monitored and evaluated on an as-needed basis, but no less than once a year. The purpose of such evaluation is to ensure quality of service and compliance with established program mandates, goals and objectives.

It is understood that informal program planning and evaluation is an ongoing process involving all staff. Formal program planning and evaluation is conducted as part of the agency's regular strategic planning process and will include the gathering of external as well as internal feedback.

Pavilion Women's Centre is committed to working co-operatively with other agencies to ensure provision of quality services to clients. The agency will create opportunities for evaluation input from service users, former service users and other agencies, from whom written feedback will be periodically requested.

It is expected that most program evaluation will be pro-active in identifying areas of potential problem before a difficulty arises. On those occasions where program weaknesses or deficiencies are identified, the Executive Director will work with those involved to develop and implement an action plan, which will be monitored by the Executive Director to determine its effectiveness in addressing the problem.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

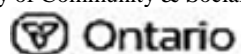
Title: Collection and Use of Statistics and Anonymous Data
Section: Programs and Services

Statistics and other service information are collected by appropriate staff on an ongoing basis in order to support program needs and funding requirements.

The Executive Director will provide a statistics analysis report to the Board of Directors on a regular basis.

Use of data, including statistics, will be in keeping with the agency's commitment to accountability, open communication and clients' right to confidentiality.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

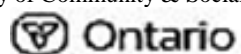
Title: Volunteers
Section: Programs and Services

Pavilion Women's Centre supports the use of volunteers, recognizing the positive aspects both for clients, who can receive enhanced services, and for volunteers, who can learn valuable skills.

The Centre may use volunteers, both individual and group, in a variety of settings:

- ♀ to assist with public events, including fundraising
- ♀ to provide clerical support to the Centre's work
- ♀ to support front line services
- ♀ to serve on committees and the Board of Directors

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Centre Vehicle
Section: Programs and Services

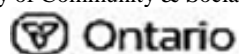
Pavilion Women's Centre owns and maintains a vehicle to be used to support its programs, services and clients.

Any employee using the agency vehicle must have a valid driver's licence.

The Centre is responsible for all maintenance and repair costs associated with the vehicle but is not responsible for damage caused to the vehicle by an employee's negligence or for traffic violations or parking tickets received by the employee while driving the agency vehicle.

Employees are not to use the vehicle for personal purposes unless prior permission has been granted by the Executive Director.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: High Risk/Police Protocol
Section: Programs and Services

The Pavilion Women's Centre is committed to working interactively with the police forces in the region to promote the safety and wellbeing of residents, non-residents, agency staff and volunteers and police.

At all times, the Centre's approach to handling high-risk cases will reflect its commitment to respecting and supporting women's right to make their own choices and women's right to privacy.

However, the safety of an individual client, other clients or staff or volunteers will supersede the privacy or autonomy rights of any individual service user.

In order to support this approach to handling high-risk cases, all new clients will be required to complete a high-risk assessment form.

In cases where the client indicates that:

- ♀ her partner has access to weapons
- ♀ there are existing court orders prohibiting his contact with her, or
- ♀ the partner has issued threats

The case will be flagged as "high risk" and police involvement will be sought, regardless of the wishes of the client, unless she agrees to leave the premises and not seek services from the agency.

PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Client Abuse
Section: Programs and Services

Children:

Pavilion Women's Centre recognizes that children are autonomous individuals who deserve respect and the right to live free from violence and the threat of violence.

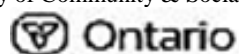
Any allegation or suspicion of child abuse shall be handled in compliance with the *Child and Family Services Act*.

Adults:

Pavilion Women's Centre will not tolerate any act or situation, whether physical, verbal, sexual or psychological in nature, that demands, harms or infringes on the personal rights or dignity of service users or places an individual at risk. Such acts are considered abuse

Any such incident of abuse by an employee, volunteer or student placement shall be reported immediately to the Executive Director.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Health and Safety
Section: Programs and Services

Pavilion Women's Centre is committed to promoting a healthy living and work environment for service users and staff.

All staff and residents are expected to use and/or follow proper safety procedures at all time, including, but not necessarily limited to:

- ⌘ property standards by-laws
- ⌘ fire prevention regulations
- ⌘ municipal and provincial health standards
- ⌘ municipal and provincial food storage and preparation standards

Health and safety equipment, including fire equipment, shall be monitored regularly.

The Executive Director is responsible for scheduling fire drills for service users and staff on a regular basis.

Appropriate supplies will be available onsite to allow treatment of minor injuries such as scrapes, cuts and 1st degree burns. All other injuries will be dealt with by the appropriate medical resources.

PAVILION WOMEN'S CENTRE

POLICY MANUAL

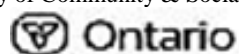
Title: Infectious Diseases
Section: Programs and Services

Pavilion Women's Centre is committed to providing a safe, supportive environment for all services users and staff and to treating all clients and staff with respect, compassion, understanding and dignity. Universal precautions shall be used at all times in order to minimize the impact and spread of any infectious communicable diseases.

All service users and staff will be encouraged to participate in all aspects of the Centre's operation, limited only by relevant health standards legislation.

Discrimination based on illness or infection shall not be tolerated under any circumstances.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Emergency Response
Section: Programs and Services

Pavilion Women's Centre acknowledges that emergencies are an inevitable component of providing services to abused women and their children. The agency is committed to responding immediately and effectively to such emergencies in order to ensure the Centre is a safe, supportive environment for service users, staff and volunteers.

The Executive Director is responsible for establishing and maintaining an appropriate emergency response protocol that will include, among other components, an on-call system.

If the Executive Director is on the premises at the time an emergency arises, the situation shall be reported to her immediately. If she is not, the on-call protocol will be activated.

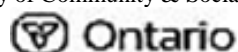
For the purpose of this policy, an emergency is defined as any event not consistent with the routine operation of the Centre or the daily routine of service users. The following is a partial list of situations that would be considered emergencies:

- ♀ a service user's threat of suicide or self-harm
- ♀ a service user's threat of physical harm to others
- ♀ break in or attempted break in
- ♀ telephone threats
- ♀ medical emergency
- ♀ serious psychiatric episode
- ♀ serious injury
- ♀ a missing resident

For further clarity, a serious psychiatric episode is defined as any situation in which a service user is behaving in a manner that is observed to be bizarre or disoriented **and** there is reason to believe she is at risk of causing bodily harm to herself or someone else or of causing significant damage to property or is showing a lack of ability to care for herself.

In order to support the Centre's commitment to women's autonomy to make their

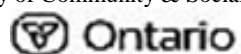
Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



own decisions, a woman experiencing a serious psychiatric episode will be encouraged to seek medical/psychiatric attention. If that is not successful, the Centre acknowledges that in order to ensure the safety and well-being of all service users as well as staff and volunteers, it may be necessary to ask her to leave the Centre or to call for police assistance to remove her from the Centre. Where there are concerns for the safety of a child/children, Centre staff shall follow the legislated requirements contained in the *Child and Family Services Act*.

Appropriate Incident Reports will be written following any emergency situation.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

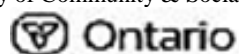
POLICY MANUAL

Title: Fire Plan
Section: Programs and Services

Pavilion Women's Centre is committed to protecting the safety of service users and staff at all times. The Centre recognizes that an effective fire plan, including the acquisition and maintenance of appropriate alarms, smoke detectors and other equipment, the posting of emergency numbers and instructions, and training for both staff and service users, is a critical element of maintaining a safe facility.

All planning with respect to fire safety shall be in accordance with municipal fire safety standards.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

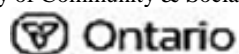
POLICY MANUAL

Title: Centre Break In
Section: Programs and Services

Pavilion Women's Centre is committed to providing a safe and secure environment for abused women and their children. To support this commitment, the Centre has clear procedures for dealing with any attempt to break into the Centre and any situation in which a visitor refuses to leave the Centre. All service users will be made aware of these procedures at the beginning of their relationship with the Centre.

The Executive Director shall be immediately notified of any such situation and is responsible for directing the appropriate response.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



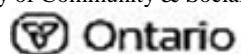
PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Accident/Incident Reports
Section: Programs and Services

In order to support Pavilion Women's Centre's commitment to providing a safe, supportive environment for all service users, staff and volunteers, appropriate reports shall be written whenever there are accidents or serious incidents (fire, break-in, etc.) at the Centre.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

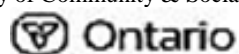
POLICY MANUAL

Title: Client Complaints
Section: Programs and Services

Pavilion Women's Centre is committed to ensuring that its services are delivered in the best manner possible. Part of this commitment includes supporting clients who have concerns or complaints about the manner in which they have been treated or the way in which they have experienced service delivery.

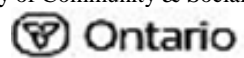
The Centre offers both an informal and formal complaints procedure for clients. The informal complaints procedure shall be started within one week and the formal complaints procedure within one year of the incident to which it relates.

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



STANDARDS AND ETHICS

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
Ministry of Community & Social Services



PAVILION WOMEN'S CENTRE

POLICY MANUAL

**Title: Involvement with Service Users
by Members of the Board of Directors**
Section: Standards and Ethics

Members of Pavilion Women's Centre Board of Directors shall not enter into personal relationships with current service users or with women or children who have used the Centre's services within the preceding 12 months.

Personal relationships include, but are not limited to, financial, housing or sexual relationships.

More generally, as outlined in the Conflict of Interest Policy, Board members shall not use their association with the Centre to promote or interfere with anyone's access to service.

If a Board member does enter into such a personal relationship, s/he is expected to advise the Chair of the Board immediately and to resign her/his position. In the event a Board member fails to advise the Board Chair, but the Board Chair becomes aware of the situation, the Board member will be called to a confidential meeting with the Board Chair. If the relationship is confirmed in that meeting, the Board member will be asked to resign immediately.

It is acknowledged that, from time to time, circumstances may arise in which it is inappropriate to apply this policy. For instance, a family member of a Board member may use the services of the Centre. In this case, the matter shall be brought to the Board of Directors for confidential discussion.

PAVILION WOMEN'S CENTRE

POLICY MANUAL

Title: Involvement with Service Users by Members of Staff
Section: Standards and Ethics

Members of Pavilion Women's Centre staff shall not enter into personal relationships with current service users or with women or children who have used the Centre's services within the preceding 12 months.

Personal relationships include, but are not limited to, financial, housing or sexual relationships.

More generally, as outlined in the Conflict of Interest Policy, staff members shall not use their association with the Centre to promote or interfere with anyone's access to service.

If a staff member becomes involved in a personal relationship with a service user, she will be subject to the agency's Disciplinary Process.

It is acknowledged that, from time to time, circumstances may arise in which it is inappropriate to apply this policy. For instance, a family member of a staff person may use the services of the Centre. In this case, the matter shall be discussed between the staff person and the Executive Director and, if necessary, brought to the Board of Directors for confidential discussion.