

**PAVILION WOMEN’S CENTRE
PROCEDURE MANUAL
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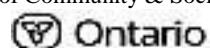
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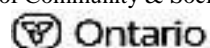
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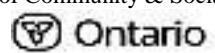
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GOVERNANCE POLICIES

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PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Security Screening
SECTION: Governance

Purpose: To maximize the safety of women and children using the agency's services by conducting security screening of all employees, volunteers, students and committee and Board of Director members.

Procedure: All people associated with the agency are required to obtain a security clearance. Pavilion Women's Centre shall accept appropriate security clearances obtained by placement students within the previous three years.

CPIC (Canadian Police Information Centre) checks shall be the accepted method of screening for security issues.

The agency shall cover the cost of CPIC clearances for staff, volunteers and Board and committee members. Placement students are responsible for the cost of their CPIC checks.

Crimes against children are an absolute criterion for non-involvement with the agency.

Violent crimes against persons other than children may be criteria for non-involvement with the agency. Decisions in these cases shall be made by the Executive Director and, where appropriate, the Board of Directors according to the following process:

Board and committee members: Pertinent information shall be reviewed by the potential member and the President of the Board of Directors.

Potential employee: Pertinent information shall be reviewed with the applicant by the Executive Director.

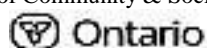
Placement student: Pertinent information shall be reviewed with the student by the staff supervisor. The educational institution shall be contacted should the student be considered unsuitable for placement.

Frontline volunteer: Pertinent information shall be reviewed with the volunteer by the Executive Director.

Information gathered during the security screening process shall be held in the strictest confidence and kept in the appropriate files. Individuals leaving the agency in good standing may take this information with them upon request.

Employees of the Pavilion Women's Centre: Must advise the Executive Director immediately if there is a change to their security screening.

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PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Harassment and violence definitions

SECTION: Governance

For the purposes of identifying and responding to harassment and violence in the workplace, the agency relies upon the following definitions:

Workplace harassment: Any course of vexatious comments or conduct in the workplace, where that behaviour is or ought reasonably to be known to be unwelcome constitutes harassment.

Generally, these comments or behaviours form a pattern over time.

Harassment includes words or actions that are offensive, embarrassing, humiliating or demeaning as well as behaviours that intimidate, isolate or discriminate against an employee or a group of employees.

Workplace violence: The use of physical force against an employee, in the workplace, that causes or could cause physical injury, including an attempt to use physical force and statements or behaviours that an employee could reasonably interpret as a threat to use physical force, constitutes workplace violence.

Domestic violence is considered workplace violence where that violence or threat or violence enters the workplace, whether or not the perpetrator of the violence is an employee of the agency.

The prohibited harassing or violent behaviours may be perpetrated by anyone – other employees, the employer, clients, volunteers, strangers, partners/former partners of clients or employees, etc.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Letters of Commitment
SECTION: Governance

Purpose: To ensure that all staff and members of the Board of Directors are committed to the Centre's Mission Statement and objectives.

Procedure: Staff shall sign a letter of commitment at the end of their probationary period. Board members shall sign a letter of commitment at the time of their orientation or their first Board meeting.

The letters of commitment shall include:

- ♀ the agency's Mission Statement
- ♀ the agency's Commitment to a Harassment and Violence Free Workplace
- ♀ the Code of Conduct for staff or Board as appropriate
- ♀ a confidentiality statement
- ♀ such other details as the Executive Director and/or Board of Directors may deem appropriate

Staff letters shall be kept in their personnel files.

Board member letters shall be kept by the Executive Director in a secure location.

Refusal to sign the letter of commitment shall be grounds for dismissal in the case of staff and for removal from the Board of Directors in the case of Board members.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Board Conduct
SECTION: Governance

Purpose: To ensure constructive compliance with the Code of Conduct for members of the Board of Directors.

Procedure: Potential new Board members shall review the Code of Conduct during the recruitment process and again during the orientation process.

The President of the Board of Directors is responsible for ensuring that Board members comply with the Code of Conduct. The Board of Directors as a whole is responsible for compliance by the President of the Board.

Board members who believe another Board member is failing to comply with the Code of Conduct are expected to make every effort to discuss the situation directly with that Board member. If this is not possible or if it has been unsuccessful, the Board member shall inform the President of her/his concern, who shall then discuss the situation with the Board member who may be failing to comply.

At all times, discussions about non-compliance shall take place using a constructive criticism approach and shall reflect the organization's Conflict Resolution policy and procedures.

In all but the most serious cases, Board members shall be given the opportunity to improve their behaviour, and the Board President shall provide support where it is requested and possible.

Where a Board member has violated the Non-attendance at Board Meetings policy, the Board President shall meet with the Board member to discuss the situation and possible options, including a leave of absence.

Where a Board member is habitually absent without good reason and fails to keep her/himself up-to-date with agency business or where the Board member's behaviour is so serious as to jeopardize the reputation or services of the agency, s/he may be asked to leave the Board immediately and permanently.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Internal Training
SECTION: Governance

Purpose: To support ongoing internal training for the Board of Directors.

Procedure: Board members shall discuss their training needs each year at the first meeting after the Annual General Meeting:

- ✂ ideas for possible training will be provided to the President of the Board
- ✂ the President shall investigate the budgetary implications of such training(s)
- ✂ the Board shall set training priorities for the year
- ✂ the President shall take responsibility for organizing and executing training, with staff support as needed
- ✂ materials from the training will be provided to Board members who were unable to participate

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

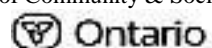
TITLE: Board Evaluation
SECTION: Governance

Purpose: To support ongoing Board evaluation and review.

Procedure: The Board of Directors shall conduct an annual internal review using an agreed-upon tool:

- ✂ the President of the Board is responsible for conducting this evaluation
- ✂ s/he shall distribute the evaluation tool to be used to all Board members at the March Board meeting
- ✂ Board members shall complete and return the evaluation by the April meeting
- ✂ the President shall collate the responses and present the results at the June meeting, at which time the Board shall discuss how it wishes to handle those areas where possible improvements were identified.

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PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: French language staff and Board recruitment
SECTION: Governance

Purpose: To ensure the appropriate recruitment of French-speaking staff and Board of Directors members.

Procedure: The Executive Director shall determine which staff positions require bilingual staff in accordance with service delivery needs. The Board of Directors shall determine how many Board positions shall be filled by bilingual members to reflect the francophone population of the agency's catchment area.

When bilingual staff or Board members are required:

- ⌘ postings shall be in both English and French and shall explicitly set out the language requirement
- ⌘ postings shall be placed in locations that will solicit responses from bilingual individuals
- ⌘ interviews shall include a component for evaluating the individual's French language skills
- ⌘ appropriate supports shall be provided for the person once hired or selected for the Board (eg. translation of documents into French, etc.)

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Committees
SECTION: Governance

Purpose: To support the effective use of committees in the operation of Pavilion Family Resource Centre.

Procedure: Each permanent committees shall have terms of reference to support its work.

French Language Services Committee

Membership: A Francophone member of the Board of Directors, the Executive Director, a Francophone member of the frontline staff and community representative(s) shall be members of this Committee.

Responsibilities: The French Language Services Committee shall have responsibility for the French Language Services of Pavilion Women's Centre. Specifically, the committee shall:

- ⌘ establish and maintain a liaison relationship with the Francophone community and with other agencies providing French language services to families in the area
- ⌘ oversee the programming at the Centre to ensure it meets the needs of and is responsive to the needs of the Francophone community
- ⌘ when necessary, propose policy, procedure or program ideas related to French Language Services to the Executive Director and the Board of Directors

Minimum Number of Meetings: The Committee shall meet at least three times a year, with additional meetings called when circumstances so warrant.

Policy and Procedures Committee

Membership: This committee shall consist of one or more Board members and the Executive Director.

Responsibilities: This committee is responsible for the regular review and development of the Centre's policies and procedures. Specifically, the committee shall:

- ⌘ review the policy manual annually as set out in the Policy Development Policy
- ⌘ revise, delete or develop policies and procedures as may be needed from time to time
- ⌘ develop policy-related training for Board and staff as the need arises

Minimum number of meetings: The Committee shall meet at least once a year.
Finance and Fundraising Committee

Membership: This committee is chaired by the Treasurer of the Board of Directors and has at least two other members of the Board as members, with the Executive Director sitting on the committee in an advisory capacity.

Responsibilities: The Committee is responsible for the oversight of the Centre's financial situation. Specifically, it shall:

- ⌘ make recommendations to the Board regarding finance-related policy issues
- ⌘ develop a long-term plan for the budget-setting process
- ⌘ make recommendations on the annual budget submissions to the Board
- ⌘ monitor the finances of the Centre
- ⌘ report to the Board of Directors and Executive as needed
- ⌘ monitor the fundraising initiatives undertaken by the Centre
- ⌘ present a year-end report to the Annual General Meeting

Minimum number of meetings: The Committee shall meet at least once a year.

Nominating Committee

Membership: At least two members of the Board of Directors shall be members of this committee, with the Executive Director sitting on it in an advisory capacity.

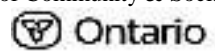
Responsibilities: The Committee is responsible for ensuring that an appropriate slate of candidates for the Board of Directors is presented to the Centre's Annual General Meeting each year. Specifically, the committee shall:

- ⌘ review upcoming vacancies on the Board of Directors 6 months prior to the Annual General Meeting
- ⌘ develop a list of the skills needed by the Board
- ⌘ develop an outreach strategy based on this information
- ⌘ receive and review names of potential Board members
- ⌘ present the Board with a proposed slate of candidates
- ⌘ follow up with those individuals whose names are being put forward
- ⌘ ensure that potential Board members are prepared to attend the Annual General Meeting.

Minimum number of meetings: The Committee shall meet at least twice a year.

FINANCE POLICIES

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PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Recordkeeping
SECTION: Finance

Purpose: To support the proper maintenance of financial records.

Procedure: The Executive Director is responsible for overseeing the agency's financial records and for providing relevant records and documentation to the Board of Directors as required and/or requested.

Accounting records shall include as a minimum:

- ♀ general ledger
- ♀ general journal
- ♀ income statement
- ♀ balance sheet
- ♀ payroll report
- ♀ withholdings report
- ♀ accounts payable report
- ♀ accounts receivable report

The Executive Director is responsible for establishing and maintaining a banking system:

- ♀ funds shall not be transferred from one program to another without express approval from the Ministry
- ♀ pre-numbered cheques shall be used at all times
- ♀ monthly bank reconciliations shall be prepared
- ♀ a record of all financial supporting documents (for example, bank deposit slips, cancelled cheques, bank statements) shall be maintained

Payroll records shall include:

- ♀ payroll and personnel data files
- ♀ job application forms
- ♀ rates of pay and anniversary dates
- ♀ employee attendance records
- ♀ employee earnings records
- ♀ payroll journal
- ♀

Interest on program funds from the Ministry shall be reported as income.
All expenditures shall be supported by the appropriate documentation (for example, invoices, travel expense statements, petty cash vouchers etc.).

The Centre's fiscal year runs from April 1 to March 31. Quarterly operating statements shall be submitted to the Ministry no later than the 20th of the month following the last month of the reporting period.

Financial records shall be stored for seven (7) years.

Audits

- ⌘ annual financial statements shall be audited by a firm of Public Accountants and sent to the Ministry
- ⌘ all financial records and documents are subject to audit by the Ministry's auditors

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Purchases
SECTION: Finance

Purpose: To ensure proper documentation supports all purchases made by the Centre.

Procedure: Staff shall:

- ✂ submit proper receipts when requesting cash reimbursement for purchases
- ✂ receive prior approval from the appropriate supervisor before charging purchases to the Centre

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Contributions from Perpetrators
SECTION: Finance

Purpose: To ensure that financial contributions from perpetrators are handled in an appropriate manner that is sensitive to the needs of the Centre's clients.

Procedure: When a perpetrator of a criminal offence approaches the Centre to make a contribution:

- ✂ such contribution to the Centre's work shall be treated as a fine and not as a charitable donation
- ✂ letters of support shall not be provided to assist the perpetrator in his sentencing hearing
- ✂ the Centre will not engage in sentencing or other negotiations on behalf of the perpetrator, except in very rare circumstances (for example, a woman has been charged in a dual charging scenario), in which case the matter will be discussed and decided upon by the Executive Director and the Board of Directors
- ✂ the Centre will provide a receipt confirming receipt of the money, but will not provide a charitable donation receipt for the perpetrator's income tax purposes
- ✂ no thank you letter will be provided
- ✂ the Centre will not accept money that carries with it requirements as to how it is to be spent
- ✂ the Centre will not publicize the names of individuals who have provided contributions under these circumstances
- ✂ if the Executive Director has concerns about a particular contribution from a perpetrator, she will consult with the Board of Directors, which retains the absolute right to final discretion in these matters and may, at any time and without explanation, decide to reject a potential contribution from a perpetrator of a criminal offence.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Travel & Expenses
SECTION: Finance

Purpose: To support appropriate reimbursement to staff and volunteers of expenses incurred while conducting Centre business.

Procedure: The Executive Director has responsibility for overseeing travel and expense payments:

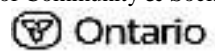
- ⌘ advance approval must be given by the Executive Director for most expenses
- ⌘ proof of the expense must be supplied when reimbursement is being requested
- ⌘ where staff must use their own vehicle rather than the Centre vehicle, they shall be reimbursed at the rate set out in the agency Travel Expenses Form

Meal expenses:

- ⌘ the Centre reimburses staff or volunteers for pre-approved meal expenses to a maximum of:
 - Breakfast: \$ 8.00
 - Lunch: \$15.00
 - Dinner: \$25.00or to a daily maximum of \$48.00
- ⌘ only actual expenses up to these maximums will be reimbursed
- ⌘ receipts must be provided
- ⌘ alcoholic beverages are not a reimbursable expense

OPERATIONS POLICIES

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PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Conflict Resolution
SECTION: Operations

Purpose: To support respectful and constructive conflict resolution among and between staff, volunteers and clients at the Centre.

Procedure: If informal conflict resolution attempts are unsuccessful or if anyone involved in a conflict is unable to address it with the other individual(s) involved, the following process shall be used:

- ♀ the person who has identified the conflict and is seeking resolution shall speak to the Executive Director
- ♀ the Executive Director shall meet with each of the parties separately to discuss the situation and gather information
- ♀ the Executive Director may also proceed with such meetings in cases where she has identified a conflict without any person speaking to her
- ♀ following the first series of meetings, wherever it is possible, the Executive Director shall meet with the involved parties together to mediate the conflict and develop an action plan that is acceptable to all parties
- ♀ if this is successful, the Executive Director shall note the resolution and any follow up actions in her supervision notes
- ♀ if this is not successful, there are two possible courses of action:
 - i. the Executive Director may impose an action plan on the parties; in which case it may be necessary to document the individual's (s') personnel file(s) to ensure appropriate follow up; or
 - ii. the party(ies) may submit a written request for formal external conflict resolution to the Executive Director using the following process:
 - the written request will include a brief summary of the conflict, the parties involved and attempts already made to resolve the matter
 - copies will be provided to all parties by the Executive Director
 - the Executive Director will implement a formal process, including the selection
 - of an external mediator
 - a formal record will be maintained of the process, including the session(s) held with the external mediator, which will be signed by all parties at the conclusion of the process
 - there will be no further internal avenues once an external mediation has been attempted.

Every effort will be made to resolve the conflict within one month of the written request being submitted, but where work-related responsibilities or previously scheduled vacations interfere, the timeline will be flexible.

Parties involved in a formal conflict resolution process may use sick days/personal time/vacation time during the process if they are unable to perform their work responsibilities in a professional manner. This may be requested by the individual or imposed by the Executive Director.

If the Executive Director is one of the parties involved in the conflict, then all her responsibilities are assigned to her supervisor. If her supervisor is also involved in the conflict, then responsibility for managing the conflict resolution process will be assumed by the Chair of the Board of Directors or the Board of Directors in its entirety.

All aspects of any conflict resolution process shall be confidential in keeping with the confidentiality policy.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Workplace harassment and violence information
SECTION: Operations

Information about policies and procedures:

In order to ensure maximum awareness of and compliance with the agency's commitment to a harassment and violence free workplace, policies, procedures and other relevant information will be posted in workplace locations that are accessible to employees, volunteers, client, members of the public and others to whom they would apply.

Information about risk of workplace violence:

Where there is a risk of workplace violence, the employer must provide employees with information about this, including any personal information that is relevant, if the employee can be expected to encounter the violent person in the course of her work and the risk of violence is likely to expose her to physical injury.

The employer shall only disclose information that is reasonably necessary to protect employees from physical injury.

The nature of violence against women work means there is a general, if minimal, risk of workplace violence (for example, an abuser attempting to enter the shelter or approaching a woman in public when she is with agency staff). Because of this, general information about risk shall be provided to all staff as part of their orientation process.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Harassment and violence committee/representative
SECTION: Operations

As part of its commitment to creating a harassment and violence free workplace, a harassment and violence committee/representative shall be created with responsibility for overseeing ongoing implementation of related policies and procedures.

AGENCIES WOULD NEED TO DECIDE WHICH ROUTE THEY WANT TO GO, THEN SPELL OUT THE PARTICULARS ABOUT THE CONSTITUTION OF THE COMMITTEE, WHO THE INDIVIDUAL IS, ETC.

PAVILION WOMEN'S CENTRE

PROCEUDRES MANUAL

TITLE: Responding to domestic violence in the workplace
SECTION: Operations

Incidents of domestic violence may enter the workplace because both the perpetrator and victim are employees or because the perpetrator pursues the victim into her place of work, waits for her outside her workplace, engages in stalking behaviour while she is at work, etc.

Domestic violence in the workplace can create a risk of harm for the individual employee who is the target of such violence and can pose a threat to other employees as well.

Both employers and employees are expected to take steps to protect staff from the risks of domestic violence.

The employer shall:

- develop a procedure for summoning immediate assistance when a violent incident has occurred or when the employer has reason to believe a violent incident is about to occur (I AM NOT SPELLING THIS OUT BECAUSE HOW THIS WILL HAPPEN WILL BE VERY DIFFERENT FROM AGENCY TO AGENCY DEPENDING ON LOCATION, EXISTING PROTOCOLS WITH POLICE ETC)
- based on the first point....employer shall: contact the police or other emergency services if necessary when a violent incident has occurred or when the employer has reason to believe a violent incident is about to occur (needs to be reviewed)
- create a reporting protocol so employees can share personal information related to any domestic violence they may be experiencing in confidence and without fear it will affect their personnel record, performance review, promotion, etc.
- investigate any concerns about domestic violence raised by an employee
- assist the employee in developing a safety plan and support her in its execution
- provide the employee with any reasonable accommodation she requires in order to be safe while at work (eg arranging for a special parking space if her abuser stalks or waits for her outside work, screening all calls, adapting responsibilities so she does not have to answer the door, etc.)
- work collaboratively with any outside agencies that are appropriate, such as the courts, police, victim services, etc.

The employee is encouraged to:

- share with the employer any relevant police or court proceedings, documents and/or orders, in particular any no-contact orders (including bail or probation conditions, peace bonds, family court restraining orders)
- participate with the employer in developing and implementing a safety plan

Even if the employee does not want any steps taken, the employer has an obligation to protect her and other workers where there are real risks of violence that would lead to physical injury.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Use of Technological Communication
SECTION: Operations

Use of technology at work:

No electronic tool, including but not limited to the internet, email and Facebook, will be used for the creation or distribution of any offensive message or purpose or in any way that violates any of the agency's policies or procedures, in particular, those related to workplace harassment and violence or for any message or purpose that would breach copyright law.

Email communication will be treated with the same level of formality as other forms of communication.

Nothing will be said in an email that would not be said in any other form of business communication/correspondence.

Email communication will become part of a client file following the same process as any other form of communication.

If electronic communication is used with respect to a client for any reason, every effort must be made to ensure the client's confidentiality is maintained.

Email communication between staff and clients will be limited to sharing information that could not compromise the safety or privacy of the client or the staff person (for example, canceling an appointment).

Staff and volunteers will make and receive personal calls in a way that does not interfere with their professional responsibilities or with the needs of clients.

Use of technology when not at work:

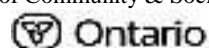
The XXXX cannot and would not wish to limit or control the behaviours and activities of its staff or volunteers when they are not at work.

However, staff and volunteers are encouraged to think carefully about possible safety, confidentiality and other implications of their use of technological communication equipment, programs and websites such as, but not limited to, Facebook and Youtube.

Breaches:

Breaches of this policy and procedures will be treated extremely seriously.

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PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Conflict of Interest
SECTION: Operations

Purpose: To support identification of conflicts of interest in a manner that ensures the integrity of the organization is maintained and appears to be maintained.

Procedure:

Within the Board of Directors:

- ✂ if a Board member believes s/he may be in a conflict of interest, s/he will identify this to the rest of the Board as soon as possible
- ✂ if a Board member believes another member may be in a conflict of interest, s/he will first speak privately to that Board member to ask her/him to raise the conflict with the Board
- ✂ if the other Board member does not, the first Board member will raise the potential conflict with the Board at the next Board meeting and the Board shall decide whether or not there is a conflict
- ✂ once a conflict has been identified, the Board member shall withdraw from all formal discussions and decision making related to that matter
- ✂ if the conflict is such that it would impair the ability of the Board to govern effectively, the individual may be asked to leave the Board.

Within the staff group:

- ✂ if a staff member believes she may be in a conflict of interest, she will identify this to the rest of the staff as soon as possible
- ✂ if a staff member believes another staff may be in a conflict of interest, she will first speak privately to that staff to ask her to raise the conflict
- ✂ if the other staff does not, the first staff will raise the potential conflict with the staff group at the next staff meeting and the staff group shall decide whether or not there is a conflict
- ✂ if the staff group cannot reach an agreement, the Executive Director shall make the decision
- ✂ once a conflict has been identified, the staff member shall withdraw from all formal discussions and decision making related to that matter

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Right to refuse unsafe work
SECTION: Operations

When a staff person refuses work because it is unsafe due to danger from workplace violence, she must stay in a safe place as close as reasonably possible to her usual work area while she waits for the Executive Director to investigate the concern.

The Executive Director must conduct an investigation to determine the source and extent of the danger and must implement a plan to minimize or eliminate the risk of harm. She is also responsible for discussing the plan with the staff member before the employee is required to resume her regular responsibilities.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Workplace harassment and violence risk assessments
SECTION: Operations

As part of providing a harassment and violence free workplace, the agency must assess the risks of such harassment and violence and then respond to those risks on an ongoing basis. This risk assessment includes the following elements:

- ⌘ Assessment of the risk of violence that can arise because of the physical workplace, the type of work and/or the conditions of work
- ⌘ Development of procedures, protocols and practices to control risks that have been identified

More specifically, a risk assessment should include:

- ⌘ An examination of the physical environment, including lighting, location of the shelter, building layout, entrances/exits, alarm systems, etc.
- ⌘ A review of safety issues related to aspects of employment such as shift work, working alone, offsite work, possible exposure to clients' abusive partners or former partners
- ⌘ A consideration of past violent incidents in the workplace and in other similar workplace (for example, have workers in other shelters been exposed to risk by abusive partners of clients and, if so, how did those shelters respond?)

The Executive Director is responsible for ensuring that risk assessments are conducted as often as is necessary to ensure that employees are protected from workplace harassment and violence.

In addition to regular risk assessments, an assessment should be conducted if:

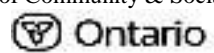
- ⌘ the shelter moves to a new location or undergoes a significant renovation
- ⌘ there are significant changes to the type of work being done (for example, if the shelter began offering services to a higher-risk group of clients or expanded its delivery of off-site services/programs)
- ⌘ a violent incident takes place
- ⌘ the shelter becomes aware of new information on the risks of workplace violence

Results of risk assessments are to be provided to either the health and safety committee or representative or, where there is no such committee or representative, to the employees directly.

Where risks are identified through the assessment procedure, the employer is responsible for implementing measures and procedures to control those risks. This could include making changes to organizational policy and/or procedure, adapting the

physical environment, revising job requirements and/or using the agency's disciplinary and/or termination of employment policies and procedures.

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PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Reporting workplace harassment and violence
SECTION: Operations

Internal Reporting:

Any employee who becomes aware of an incident of workplace harassment or violence is required to report it to the Executive Director.

That individual is then responsible for investigating the report and taking the necessary steps to resolve the situation, as outlined in other policies and procedures. If the Executive Director is not available her designate will be the person to whom the report is submitted and the Board of Directors shall be contacted is appropriate and necessary.

If the person responsible for investigating the incident of harassment or violence is not the Executive Director, she must provide a report for the Executive Director as soon as her investigation is complete.

External reporting:

The Executive Director is responsible for ensuring that incidents of workplace violence are reported as appropriate.

This includes completing Serious Occurrence Reports and filing them as required by the funder. It could also include reporting the incident to the appropriate police authority.

Where the incident of workplace violence results in critical injury or death, the Executive Director shall also immediately notify the Ministry of Labour inspector, the workplace health and safety committee or representative if there is one and the union, if there is one. Within 48 hours, the Executive Director must provide written notice to the Ministry of Labour.

In the event of non-critical injury the Executive Director must notify the health and safety committee or representative and the union, if they exist, in writing within four days.

There are no statutory reporting obligations with respect to incidents of workplace harassment.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Centre Tours
SECTION: Operations

Purpose: To ensure tours of the Centre respect the privacy and safety needs of residents and staff.

Procedure: Requests for tours shall be made to the Executive Director:

- ⌘ the request shall include information about the number of people involved and the purpose(s) of the tour, as well as the proposed date and time
- ⌘ if a tour is approved, all residents and staff will be informed in a timely manner
- ⌘ the needs of residents will always be accommodated, and, where necessary, arrangements will be made for residents to leave the Centre while a tour takes place.

Media interviews and photographing of residents or staff must have prior written approval by the Executive Director. Any individuals to be photographed must provide written consent, which will be kept in that individual's file.

Should any difficulties arise during the tour, the Executive Director will be called in to deal with the situation. If the Executive Director feels it is necessary, the tour will be brought to an end and guests asked to leave the Centre immediately.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Health and Safety
SECTION: Operations

Purpose: To ensure that the operations of Pavilion Women's Centre are in compliance with relevant zoning, fire and public health statutes and bylaws.

Procedure:

Physical Plant:

Matters relating to the Centre's physical plant, including but not necessarily limited to:

- ⌘ the building
- ⌘ the property
- ⌘ maintenance and repairs
- ⌘ use of the property

shall be conducted in accordance with:

- ⌘ the *Building Code Act, S.O. 1992*, as it may be amended from time to time
- ⌘ The Corporation of the City of Timiskaming Shores, Bylaw No. 2007-043, Being a By-Law for the Adoption of Standards for the Maintenance and Occupancy of Property Within the Municipality, as it may be amended from time to time.

Fire Safety:

The Executive Director shall ensure that the Centre's buildings, equipment, furnishings and operations follow:

- ⌘ The *Fire Protection and Prevention Act, S.O. 1997*, as amended from time to time
- ⌘ The Ontario Fire Code, 2007, as it may be amended from time to time

In particular, the Executive Director shall ensure that:

- ⌘ Smoke detectors are correctly installed and in good operating order at all times
- ⌘ Staff are properly trained in emergency fire procedures
- ⌘ A Fire Safety Plan, including an escape plan, is posted clearly in several locations in the Centre
- ⌘ Residents are advised of the Plan and asked to make themselves familiar with it
- ⌘ Fire drills are conducted on a regular basis

Public Health and Food Safety:

The Executive Director shall ensure that all relevant operations of the Centre are conducted in accordance with the regulations, guidelines and advice of the Timiskaming Health Unit, including those operations related to the storage and preparation of food.

All food-related issues shall reflect the relevant requirements and guidelines of the *Health Protection and Promotion Act*, in particular those relating to sanitation, food handling and food storage, including refrigeration and freezing.

The Executive Director shall ensure that staff are trained in the safe handling, preparation and storage of food, as is relevant to their position and responsibilities.

The Executive Director shall ensure that appropriate reminders about safe handling of food are posted in relevant locations – for example, hand washing information near all sinks.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Evaluation of External Communications
SECTION: Operations

Purpose: To ensure external communication about Pavilion Women's Centre is accurate and positive and supports the privacy and safety of clients and staff.

Procedure: The Executive Director is responsible for ongoing evaluation of external communications:

- ⓧ evaluation forms shall be completed for all public education activities
- ⓧ all requests for media interviews shall come to the Executive Director for decision
- ⓧ the Executive Director shall maintain an overview of media coverage of the Centre and of the issue of violence against women generally
- ⓧ where media coverage is incorrect or inaccurate, the Executive Director shall communicate with the appropriate person in the media with correct, accurate information
- ⓧ the Executive Director shall review all external communication (reports, funding proposals, letters to the editor, letters to other organizations, fundraising and public education materials, etc.) on a regular basis to ensure a high quality is maintained.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Purpose of Recordkeeping
SECTION: Operations

Purpose: To ensure that staff, volunteers and clients have a common understanding of why the Centre keeps client records.

Records are kept to:

- ♀ benefit clients by improving consistency and continuity in service, improving ability to identify service needs, enhancing staff accountability
- ♀ assist staff in providing effective services and support, both during and after a client's relationship with the agency
- ♀ allow both staff and clients to follow the client's progress
- ♀ provide a memory aid for staff
- ♀ support information sharing among staff
- ♀ assist in evaluating services and developing programs/services
- ♀ support safety of all service users and staff
- ♀ satisfy statutory and funding requirements

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Recordkeeping and Confidentiality Definitions
SECTION: Operations

Purpose: To ensure that Centre staff and volunteers have the same understanding of key terms as they relate to the privacy of women's records.

Criminal Code Section 278.1: "Any form of record that contains personal information for which there is a reasonable expectation of privacy and includes, without limiting the generality of the foregoing, medical, psychiatric, therapeutic, counseling, education, employment, child welfare, adoption and social service records, personal journals and diaries, and records containing personal information the production or disclosure of which is protected by any other Act of Parliament or a provincial legislature. . ."

Note: This definition of record applies to criminal sexual assault cases **only**.

Child and Family Services Act Section 50(1): "Despite anything in the *Evidence Act*, in any proceeding under this Part,

- a) the court may consider the past conduct of a person toward any child if that person is caring for or has access to or may care for or have access to a child who is the subject of the proceeding; and
- b) any oral or written statement or report that the court considers relevant to the proceeding, including a transcript, exhibit or finding or the reasons for a decision in an earlier civil or criminal proceeding, is admissible into evidence."

Note: This applies to child protection proceedings **only**.

Confidentiality: is the obligation not to *willingly* disclose information obtained in confidence from someone without that person's consent, unless required by law to do so.

Privilege: is the legally recognized relationship of privacy between a client and her lawyer. Lawyer client privilege outranks even the duty to report with respect to suspected child abuse – a lawyer is only permitted to report where s/he has reasonable belief that the client is about to cause harm (ie in the future) not where the client has already caused harm.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Content of Client Records

SECTION: Operations

Purpose: To ensure the contents of records:

- ⌘ bring a common approach, consistent with relevant policies, to the content of records across all Centre program areas
- ⌘ recognize the agency's potential legal obligation to disclose information under court order or government statute
- ⌘ support the services being provided
- ⌘ reflect the agency's philosophy of supportive intervention and advocacy

Procedure: The exact content of a file depends on which program the woman is using and her personal situation. Records should be brief, positively framed, objective, nonjudgmental and contain only statements of fact. For example:

- ⌘ "Individual counselling – 35 minutes. Issues discussed: child care, safety planning, housing, legal concerns."
- ⌘ "Housing forms complete – appointment with social assistance next Tuesday."
- ⌘ "[name] being harassed by partner – partner called 15 times today."

The following list is intended to provide examples of appropriate information to record. Not all files would contain all of this information and some files might contain other information. Examples:

- ⌘ information gathered during the intake process
- ⌘ serious occurrence reports
- ⌘ police reports
- ⌘ medical information
- ⌘ information about allergies
- ⌘ safety concerns
- ⌘ DVERS updates and information
- ⌘ child protection reports
- ⌘ appointments
- ⌘ interpretation needs
- ⌘ resident support plans
- ⌘ woman's goals and her plans to achieve them
- ⌘ advocacy being undertaken
- ⌘ information about children

The following information must be documented with caution to protect the privacy and interests of the client to the extent possible while also meeting the needs and legal requirements of the agency:

- ⓧ details from 1 – 1 counselling sessions
- ⓧ childhood sexual abuse or past sexual assault(s)
- ⓧ medical issues, including mental health issues, not relevant to her safety in the shelter
- ⓧ drug/alcohol history
- ⓧ conflicts with team members or residents

Recordings should be completed each time a staff person has contact with a client.

When safety concerns supercede confidentiality concerns, relevant information must be recorded appropriately. For example, details about a child's disclosure of sexual abuse or a woman who is actively suicidal and the action taken by staff must be recorded.

Red Alert List information shall be kept in the Red Alert List file rather than in an individual woman's or child's file.

Every page of a file should contain the notation: "This is not a complete account of events."

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Crisis Line Documentation
SECTION: Operations

Purpose: To establish documentation and retention procedures for crisis calls.

Procedure: The following procedures shall be followed:

- ⌘ all crisis line calls and all crisis calls that are received on any other line for any program are documented using a crisis call form, on which statistics and a brief summary of the call are recorded
- ⌘ the crisis call forms will be reviewed on a monthly basis, to determine trends, tabulate statistics and identify any concerns
- ⌘ once reviewed, the crisis call forms are placed in a binder and given to the Administrative Assistant who enters the statistical information into the computer database
- ⌘ paper crisis call forms are shredded after six (6) months

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

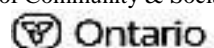
TITLE: Client Statistics
SECTION: Operations

Purpose: To gather statistical information about the services the Centre provides in order to satisfy funding requirements, to identify trends and to develop appropriate and responsive services and programs in a manner that protects the privacy and confidentiality of all service users.

Procedure:

- ✂ appropriate non-identifying data is gathered from all records for all programs, as needed for the above-noted purposes

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PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Release of Client Information with Client Consent
SECTION: Operations

Purpose: To support clients who may request or consent to the release of their own information in a manner that is consistent with women's autonomy and right to make their own choices and the need to ensure the request or consent is informed.

Procedure: Before acting on a client's request or consent, staff shall:

- ♀ discuss with the client the implications and possible consequences of releasing the information, the content of the information being requested for release, her rights to privacy and confidentiality and the agency's confidentiality policies and procedures
- ♀ confirm with the client whether her consent includes permission to fax the relevant information
- ♀ have the client complete and sign the form, including confirmation as to whether or not the information may be faxed, using a new form for each request
- ♀ place all signed forms in the client's file
- ♀ provide a copy of the form along with the information being released to the appropriate agency by mail or delivery, but not by fax

For advocacy purposes, verbal consents may be given by a woman, which must be documented in her file with date, time and name of the staff person receiving the consent.

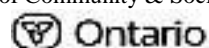
Release of Information Forms shall include:

- ♀ details of the information to be released
- ♀ the purpose of releasing the information
- ♀ the agency to receive the information
- ♀ time limitations of the release
- ♀ any special instructions relating to the release of information
- ♀ permission that it may be faxed

When the Centre receives a request to release information about a client from another agency, staff shall:

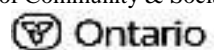
- ♀ ensure it is accompanied by a Release of Information form signed by the client
- ♀ ensure the form is specific to what is to be released and to whom
- ♀ make every reasonable effort to contact the client to verify her consent before responding to the request
- ♀ if the client maintains her consent, provide the requested information to the other agency

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- ✂ if the client wishes to withdraw or limit her consent, make the other agency aware of this and, if appropriate, prepare a new, limited Release of Information Form for the client to sign, and then provide this information to the other agency

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PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Storage of Client Files
SECTION: Operations

Purpose: To support secure storage of all client files.

Procedure: All active and closed files and other documents marked with women's or children's names, addresses or other identifying information shall be kept either under direct staff supervision or contained in a locked file system or office, accessible only by authorized individuals.

Locked file systems shall be kept locked when no staff are present.

Such files and documents are to remain on Centre premises, except when they are removed pursuant to a court order.

When staff meet with women offsite, they are to transport only the portion of the file that is required for the meeting and must keep the file in their possession at all times.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Destruction of Client Files
SECTION: Operations

Purpose: To support the destruction of client files in a manner that recognize the agency's commitment to supportive intervention and advocacy as well as to the privacy of clients.

Procedure: Paper files, including detailed information relating to services provided to individual clients, shall be kept in a secure location. At the time the file is closed, a summary sheet shall be created and stored indefinitely, in the manner set out in the file storage procedure. The detailed file shall be shredded by the Program Manager.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Interagency Sharing of Information
SECTION: Operations

Purpose: To support interagency sharing of information in a manner that supports the agency's commitment to protecting the confidentiality of its clients.

Procedure: Information about clients will be shared with other agencies only:

- ⌘ when the client has provided informed consent in writing, according to the informed consent procedure, or
- ⌘ when required to do so by law. For example, where there is suspected or documented child abuse or where the woman is an active threat to herself or others.

In no other circumstances will information be shared with other agencies.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Sharing Client Records with Third Parties
SECTION: Operations

Purpose: To support legally required disclosure or production of client files from third parties for client files/information while also respecting clients' privacy and confidentiality.

Procedure: Client files and/or information may need to be shared with third parties because of safety concerns or as the result of a legal application for production of records.

When information must be disclosed because of safety concerns:

- ⓧ every reasonable effort will be made to consult either the Program Manager or the Executive Director before releasing the information
- ⓧ every reasonable effort will be made to inform the client before releasing the information
- ⓧ information will be released only to the extent it is strictly necessary to ensure the safety of the client, other clients and agency staff and volunteers.

Some examples of safety concerns are when there is a serious concern that an absent/missing woman or child is in immediate physical danger from the abuser or when there is serious concern that the woman or child is a danger to herself or to another person.

When an application for production of records is received:

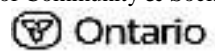
- ⓧ the client will be informed of this and asked if she wishes to provide consent, following the release of information procedure. She will be encouraged to seek a legal opinion before making a decision and will be given a legal advice certificate to assist her
- ⓧ if she decides to consent, she will sign a Release of Information Form which will be placed in her file, and the requested records will be provided to the agency or individual requesting them
- ⓧ if she does not, the agency will obtain legal representation to argue against the application
- ⓧ staff will advise the client of her right to legal representation in the process
- ⓧ if the agency is unsuccessful and an order for production is issued, the agency will inform the client that the agency must comply with the order

In child protection situations, staff shall comply with the requirements of the *Child and Family Services Act* and the Timiskaming VAW/CFS Collaboration Agreement. Staff shall:

- ♀ encourage and support the woman to participate in making the report herself
- ♀ consult with a supervisor or on-call support if at all possible before making a report
- ♀ if the woman chooses not to do so, inform her of the staff's duty to report and assure her of ongoing support for her
- ♀ make the report providing such details as the legislation requires
- ♀ inform her immediate supervisor of the steps she has taken and the status of the situation
- ♀ complete the agency reporting form and forward it to the Program Supervisor
- ♀ make note of all actions taken in the woman's file
- ♀ ensure that the report is made by the end of their work day.

PERSONNEL

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PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Position Descriptions
SECTION: Personnel

Purpose: To ensure that each position has a clear description of responsibilities to support staff in their successful job performance.

Procedure: Each position has a complete description that includes a summary as well as a listing of primary responsibilities and qualifications.

The Executive Director is responsible for regular review and update of position descriptions, with appropriate involvement from staff and the Board of Directors.

The agency's position descriptions appear in the Procedures Manual, following this procedure.

EXECUTIVE DIRECTOR

ACCOUNTABILITY: Board of Directors

POSITION SUMMARY:

The Executive Director is responsible for providing leadership and for the overall day to day management of all aspects related to the operation of Pavilion Family Resource Centre. She will work cooperatively and effectively with the Board of Directors and staff to ensure that all systems comply with the beliefs, aims and policies of the organization.

PRIMARY RESPONSIBILITIES:

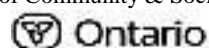
Administrative:

- ⌘ Act as the formal liaison and contact person for the Board of Directors: attend all Board meetings, prepare, present and/or submit verbal and written reports to the Board on a regular basis and as requested and participate in discussions, planning activities, problem solving and policy development
- ⌘ Maintain effective working relationships with all funders, including provincial government representatives and municipal representatives, as well as community agencies and members of the public, and prepare reports as required
- ⌘ Develop and maintain liaison with area communities and their respective agencies as well as with service clubs and the public
- ⌘ Manage the Centre's finances: develop annual budgets and financial projections, prepare funding proposals and reports as needed, work with the Centre's auditor/accountant, oversee all contracts, provide the Board of Directors with regular financial statements and other information and assistance they need to discharge their financial responsibilities and oversee the Centre's day-to-day financial management
- ⌘ Maintain necessary files, records and statistics in a professional and accurate manner.

Personnel Management:

- ⌘ The Executive Director's management style, leadership abilities and decision-making and problem solving skills will contribute to the establishment and maintenance of positive staff morale, effective team building and efficient personnel systems and processes
- ⌘ Hire, orient, train, supervise, evaluate, discipline and, when necessary, terminate the staff of Pavilion Women's Centre
- ⌘ Ensure appropriate scheduling for the Centre at all times
- ⌘ Facilitate team meetings
- ⌘ Appoint an Acting Director to manage the Centre in the event of her Absence

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Service Delivery:

- ♀ Ensure clients receive appropriate services and supports, including supervision, counseling and referrals, in a safe environment.

QUALIFICATIONS:

This position requires:

- ♀ a combination of relevant education and work experience
- ♀ sound knowledge of administrative practices and operational management techniques
- ♀ a personal and professional belief system compatible with the beliefs and aims of Pavilion Women's Centre
- ♀ strong leadership skills
- ♀ strong written and verbal communication skills
- ♀ financial management skills and experience
- ♀ demonstrated ability to co-ordinate and manage activities of a communitybased service
- ♀ detailed knowledge or demonstrated ability to acquire knowledge of issues related to family violence, specifically woman abuse
- ♀ demonstrated knowledge of the social service network in the community and surrounding area
- ♀ advanced skills in crisis intervention, case management, counseling, communication, conflict resolution and advocacy
- ♀ advanced interpersonal skills
- ♀ ability to work without supervision and to lead and work as part of a team
- ♀ ability and willingness to work flexible hours
- ♀ valid Ontario driver's licence
- ♀ bilingualism preferred

RESIDENTIAL PROGRAM SUPERVISOR

ACCOUNTABLE TO: Executive Director

POSITION SUMMARY:

Working closely with the Executive Director, the Residential Program Supervisor is responsible for providing day to day management of all residential services at Pavilion Family Resource Centre. She is also the Assistant Director of the Centre, and is responsible for ensuring that the agency is run effectively and efficiently during the absence of the Executive Director.

PRIMARY RESPONSIBILITIES:

Service Delivery:

- ♀ establish and maintain a supportive professional relationship with all residents
- ♀ provide ongoing support, assistance and direction to residents
- ♀ provide crisis intervention when required

Administrative:

- ♀ ensure residents are provided with a safe environment at all times
- ♀ supervise and assist with program development
- ♀ monitor all aspects of the programs and assist with program evaluation activities
- ♀ provide the Executive Director with regular program information
- ♀ maintain complete and current documentation of client data, including statistics, as required
- ♀ develop monthly staff activity reports for submission to the Executive Director
- ♀ assist with fundraising activities
- ♀ participate in staff back-up

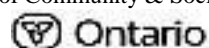
Community Development/Education:

- ♀ participate in inter-agency initiatives to improve services
- ♀ develop and maintain strong links with appropriate community agencies and institutions
- ♀ assist in the development of new resources and educational materials and with the implementation of public education activities
- ♀ ensure good relationships with community agencies

Personnel:

- ♀ assist with the recruitment, orientation and training of staff and students
- ♀ provide supervision to counselors and in-house staff
- ♀ assist with performance reviews
- ♀ participate in case consultation when appropriate
- ♀ prepare monthly shift schedules and ensure all shifts are covered
- ♀ monitor hours worked, vacation, sick time and use of hours by staff

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Volunteers:

- ⌘ coordinate and maintain volunteer programs
- ⌘ assist in recruitment, screening, orientation, training and supervision of volunteers
- ⌘ provide periodic education/training sessions for volunteers
- ⌘ coordinate regular volunteer recognition events

QUALIFICATIONS:

- ⌘ a diploma or degree in a related field or the equivalent combination of education and work experience
- ⌘ detailed knowledge or demonstrated ability to acquire knowledge of the issues related to family violence and sexual assault
- ⌘ working knowledge of the health and social service network in the community and surrounding area
- ⌘ advanced skills in crisis intervention, counseling, group work, interpersonal communications, conflict resolution and advocacy
- ⌘ knowledge of or demonstrated ability to acquire knowledge of administrative policies and operational techniques
- ⌘ ability and willingness to work flexible hours
- ⌘ basic computer skills
- ⌘ valid Ontario driver's licence
- ⌘ bilingualism an asset

ADMINISTRATIVE ASSISTANT

ACCOUNTABILITY: Executive Director

POSITION SUMMARY:

The Administrative Assistant is responsible for assisting and supporting the Executive Director.

PRIMARY RESPONSIBILITIES:

Administrative:

- ✂ ensure clients are provided with a safe environment at all times
- ✂ assist in the maintenance of required files, records and statistics
- ✂ provide ongoing information to the Executive Director on the expenditures and income status of the budget
- ✂ compile and prepare all information and materials requested by the Executive Director
- ✂ monitor inventory and purchase materials as needed
- ✂ supervise repairs and maintenance
- ✂ maintain agency filing system
- ✂ assist staff members as the need arises

Financial:

- ✂ maintain all books necessary for the effective operation of the Centre
- ✂ prepare information for the yearly audit
- ✂ respond to requests for financial information from the auditor, Revenue Canada and funders
- ✂ maintain financial records of special funding projects
- ✂ prepare all financial materials required by the Board of Directors and funders
- ✂ conduct all banking
- ✂ monitor petty cash and recreational fund
- ✂ administer the employee benefits plan
- ✂ prepare per diem invoices for municipalities
- ✂ prepare contracts
- ✂ complete payroll requirements

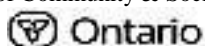
Service delivery:

- ✂ establish and maintain supportive professional relationships with residents

QUALIFICATIONS:

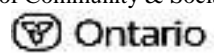
- ✂ secondary school diploma combined with accounting experience (preferably in a non profit environment) OR post secondary studies in accounting
- ✂ ability to maintain a computerized accounting system
- ✂ ability to prepare financial reports and related documentation
- ✂ good working knowledge of computer software packages (Wordperfect, Excel, New Views, etc.)

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- ⌘ ability to set priorities and work independently
- ⌘ demonstrated organizational skills
- ⌘ demonstrated empathy and understanding for residents/clients
- ⌘ bilingualism preferred
- ⌘ valid Ontario driver's licence an asset

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CHILD SUPPORT WORKER

ACCOUNTABILITY: Executive Director

POSITION SUMMARY:

The Child Support Worker is responsible for providing support and counseling to child residents of the Centre as well as one to one support for children referred to her by the Outreach Workers.

PRIMARY RESPONSIBILITIES:

Direct Service:

- ♀ ensure children are provided with a safe environment at all times
- ♀ participate in program planning for child witnesses of woman abuse
- ♀ facilitate Child Witness Group
- ♀ work directly with child witnesses as a counselor and advisor
- ♀ make appropriate referrals for children to other community support services as necessary
- ♀ provide support to children's mothers
- ♀ participate in residents' meetings and individual case conferences
- ♀ provide crisis intervention and follow up

Community Development:

- ♀ participate in public education
- ♀ represent Pavilion Women's Centre on community committees, as appropriate

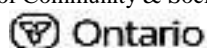
Administrative Support:

- ♀ maintain required documentation, including statistical and monthly program reports
- ♀ establish and maintain a supportive professional relationship with all residents
- ♀ maintain children's issues resource library

QUALIFICATIONS:

- ♀ a combination of undergraduate education in social sciences and/or early childhood education with relevant work and/or life experience
- ♀ knowledge of or a demonstrated ability to acquire knowledge of issues related to family violence, specifically child witnessing of woman abuse
- ♀ practical skills in crisis intervention, case management, support counseling, interpersonal communication, conflict resolution and advocacy
- ♀ practical knowledge of the social service network in the area
- ♀ ability to work independently and as a team member
- ♀ valid Ontario driver's licence
- ♀ bilingualism preferred

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HISTORICAL ABUSE COUNSELLOR

ACCOUNTABLE TO: Executive Director

POSITION SUMMARY:

The Historical Abuse Counsellor is responsible for implementing a counseling program for adult survivors of sexual abuse in regions served by Pavilion Family Resource Centre and for ensuring that clients receive appropriate services.

PRIMARY RESPONSIBILITIES:

Direct Services:

- ♀ provide individual long term and/or group counseling to survivors of historical sexual violence, including in-depth interviews, referrals, accompaniment, advocacy, etc.
- ♀ provide support and information to the client's support system as appropriate
- ♀ participate in regular case conferences

Community Development/Education:

- ♀ establish and maintain a professional relationship with workers in relevant community agencies and institutions
- ♀ maintain resource library related to sexual assault/childhood sexual abuse

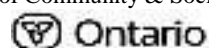
Administrative Support:

- ♀ ensure that clients are provided with a safe environment at all times
- ♀ maintain appropriate client records, including statistics, for services provided
- ♀ participate in ongoing program evaluation
- ♀ prepare monthly activities report

QUALIFICATIONS:

- ♀ undergraduate degree in counseling or social work or the equivalent combination of training and experience
- ♀ direct experience working beyond the crisis intervention stage with survivors of past and historical sexual violence, including experience (theoretical and practical) in assessment, counseling and group work
- ♀ sound background in women's and sexual violence issues
- ♀ excellent interpersonal and communication skills
- ♀ ability to work independently and as a member of a team
- ♀ knowledge of medical, police and court protocols related to sexual assault
- ♀ basic computer skills
- ♀ ability and willingness to work flexible hours
- ♀ valid Ontario driver's licence
- ♀ bilingualism an asset

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RELIEF WORKER

ACCOUNTABILITY: Residential Program Supervisor

POSITION SUMMARY:

Relief workers are responsible for providing emergency and back up support to the permanent front line staff.

PRIMARY RESPONSIBILITIES:

Service Delivery:

- ♀ ensure that clients are provided with a safe environment at all times
- ♀ maintain documentation, including statistical reporting, as required
- ♀ establish and maintain supportive professional relationships with residents/clients
- ♀ provide crisis intervention and appropriate related services
- ♀ screen and orient new clients
- ♀ provide support counseling, accompaniment, referrals and information
- ♀ arrange for transportation when required

QUALIFICATIONS:

- ♀ a combination of education in the social service field and experience
- ♀ ability to understand the needs of battered women and their children
- ♀ demonstrated ability to acquire knowledge of the issues related to woman abuse
- ♀ ability to respond objectively and to provide primary crisis intervention
- ♀ valid Ontario driver's licence
- ♀ bilingualism a definite asset

SEXUAL ASSAULT COUNSELLOR

ACCOUNTABILITY: Executive Director

POSITION SUMMARY:

The Sexual Assault Counsellor is responsible for implementing a counseling program for adult survivors of sexual assault.

PRIMARY RESPONSIBILITIES:

Direct Services:

- ♀ conduct intake assessments
- ♀ provide crisis counseling
- ♀ provide individual counseling
- ♀ provide support and information to members of the client's support system as appropriate
- ♀ facilitate group work
- ♀ arrange accompaniment for clients and provide advocacy, information and referrals as needed
- ♀ participate in case conferences as appropriate

Community Development/Education:

- ♀ plan and participate in public education about sexual violence
- ♀ establish and maintain professional relationships with workers in relevant community agencies and institutions
- ♀ maintain a resource library related to sexual violence

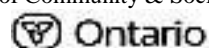
Administrative Support:

- ♀ ensure that clients are provided with a safe environment at all times
- ♀ maintain appropriate records, including statistics, for services provided
- ♀ participate in ongoing program evaluation
- ♀ prepare monthly activities report

QUALIFICATIONS:

- ♀ a diploma or degree in a related field or the equivalent combination of education and work experience
- ♀ practical and theoretical experience in crisis intervention, intake assessment, counseling and group work
- ♀ sound background in women's and sexual violence issues
- ♀ excellent interpersonal and communication skills
- ♀ ability to work independently and as part of a team
- ♀ knowledge of medical, police and court protocols related to sexual violence
- ♀ basic computer skills
- ♀ ability and willingness to work flexible hours, including weekends
- ♀ valid Ontario driver's licence
- ♀ bilingualism an asset

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RESIDENTIAL SUPPORT WORKER

ACCOUNTABILITY: Residential Program Supervisor

POSITION SUMMARY:

The residential support worker is responsible for providing direct support and counseling to residents of the Centre.

PRIMARY RESPONSIBILITIES:

Direct Services:

- ♀ screen and orient new clients
- ♀ provide crisis intervention
- ♀ provide support counseling, accompaniment, referrals and information
- ♀ arrange for transportation when required
- ♀ assist in the development and facilitation of peer support groups

Community Development/Public Education:

- ♀ participate in public education, including conducting workshops and seminars
- ♀ provide peer support and consultation with co-workers

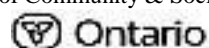
Administrative Support:

- ♀ ensure that clients are provided with a safe environment at all times
- ♀ maintain required documentation, including statistics and group files
- ♀ participate in program evaluation activities
- ♀ prepare monthly activities report
- ♀ assist with and participate in fundraising activities as allowed by other responsibilities
- ♀ assist with recruitment, screening, supervision and training of volunteers
- ♀ maintain resource library

QUALIFICATIONS

- ♀ degree or diploma in the social services field or the equivalent combination of education and work experience
- ♀ knowledge of or a demonstrated ability to acquire knowledge of issues related to family violence and sexual violence
- ♀ practical skills in crisis intervention, case management, support counseling, interpersonal communication, conflict resolution and advocacy
- ♀ ability to work independently and as part of a team
- ♀ ability and willingness to work shifts
- ♀ valid Ontario driver's licence
- ♀ bilingualism an asset

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TRANSITIONAL AND HOUSING SUPPORT WORKER

ACCOUNTABLE TO: Executive Director

POSITION SUMMARY:

The Transitional and Housing Support Worker is responsible for providing flexible services to women as they establish violence-free lives in the community.

PRIMARY RESPONSIBILITIES:

Direct Services:

- ♀ screen and orient new clients
- ♀ develop and maintain contact with other community support agencies
- ♀ assist in safety planning for women and their children
- ♀ organize transportation to other social service agencies as needed
- ♀ assist women in accessing services
- ♀ support women in identifying goals and working towards them

Community Development/Education:

- ♀ participate in public education, including workshops, seminars, film festivals and conference
- ♀ liaise with other community agencies
- ♀ provide peer support and consultation with residential staff with respect to ex-residents,
- ♀ potential residents and other outreach clients

Administrative Support:

- ♀ ensure that clients are provided with a safe environment at all times
- ♀ maintain required records, including statistics
- ♀ participate in program evaluation activities
- ♀ prepare monthly activities report
- ♀ participate in fundraising activities as other responsibilities permit

QUALIFICATIONS:

- ♀ degree or diploma in the social work field or an equivalent combination of education and work experience
- ♀ sound background in women's and family violence issues
- ♀ working knowledge of the health and social service network in the community and surrounding area
- ♀ ability to work independently and as part of a team
- ♀ excellent interpersonal and communication skills
- ♀ good time management and organizational skills
- ♀ ability and willingness to work flexible hours
- ♀ basic computer literacy
- ♀ valid Ontario driver's licence and access to a properly insured vehicle
- ♀ knowledge of Aboriginal culture an asset
- ♀ bilingualism preferred

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CRISIS SUPPORT OUTREACH WORKER

ACCOUNTABLE TO: Executive Director

POSITION SUMMARY:

The Crisis Support Outreach Worker is responsible for providing non-residential services to women.

PRIMARY RESPONSIBILITIES:

Direct Service:

- ♀ screen and orient new clients
- ♀ provide clients with support, counseling, advocacy, accompaniment, information and referrals
- ♀ establish, facilitate or coordinate domestic violence related groups as needed
- ♀ provide support counseling to friends/family members if appropriate
- ♀ participate in case conferences
- ♀ provide peer support and consultation with residential staff with respect to residents, ex-residents, potential residents and other non-residential clients
- ♀ act as support to shelter staff as needed

Community Development/Education:

- ♀ participate in community committees as required
- ♀ establish and maintain professional relationships with workers in relevant community agencies and institutions
- ♀ develop and implement public education and promotional events and activities, including workshops and seminars

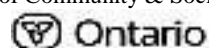
Administrative Support:

- ♀ ensure clients are provided with a safe environment at all times
- ♀ maintain appropriate records, including statistics
- ♀ participate in program evaluation activities
- ♀ prepare monthly activity reports
- ♀ assist with fundraising activities
- ♀ provide orientation and training to new staff and volunteers
- ♀ assist with volunteer supervision
- ♀ maintain resource library

QUALIFICATIONS:

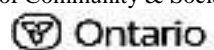
- ♀ diploma or degree in social work field and two years related work experience or five years equivalent related experience
- ♀ sound background in women's and family violence issues
- ♀ working knowledge of the health and social service network in the community and surrounding area
- ♀ well developed skills in crisis intervention, case management, support counseling, conflict resolution, advocacy and recordkeeping

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- ⌘ good communication (verbal and written), interpersonal, leadership, problem-solving, analytical and organizational skills
- ⌘ excellent public relations skills
- ⌘ maturity and responsibility in responding objectively to complex crisis situations
- ⌘ ability to work independently and as part of a team
- ⌘ demonstrated ability to communicate fluently in French and English
- ⌘ valid Ontario driver's licence and access to a properly insured vehicle
- ⌘ basic computer skills

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PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Privacy
SECTION: Personnel

Purpose: To support the agency in maintaining appropriate information about staff while protecting staff privacy rights.

Procedure: The Executive Director is responsible for ensuring that all necessary information about staff is collected and maintained in a confidential manner:

- ✧ employees are responsible for informing the agency if and when their personal information (address, telephone number, relevant health information) changes
- ✧ the agency will use the most recent information provided by staff for its official records and any communication with staff

If an employee wishes to have access to her personnel file:

- ✧ she shall make a request to the Executive Director
- ✧ the Executive Director shall make arrangements for the employee to see the file as soon as reasonably possible, with the Executive Director present
- ✧ the employee may make copies of anything in the file, but all originals are the property of Pavilion Women's Centre and must remain in the file
- ✧ the employee may raise objections to any contents of the file with the Executive Director, who will determine whether or not changes should be made.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Position Postings
SECTION: Personnel

Purpose: To ensure that staff and volunteers have the opportunity to apply for positions at Pavilion Women's Centre and that positions are posted in the appropriate external location(s).

Procedure: When a new position is created or an existing position becomes vacant:

- ✂ it shall be posted internally for seven (7) days to allow any current staff or volunteers the opportunity to apply
- ✂ contract positions of less than one year's duration shall be posted externally only if no qualified internal candidates submit an application or if the internal candidate(s) are not suitable
- ✂ other positions will be posted internally and externally at the same time
- ✂ external postings shall be made on the Human Resources and Social Development Canada (HRSDC) website as well as in other locations as determined by the Executive Director and as circumstances and budget require.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Termination
SECTION: Personnel

Purpose: To ensure that termination of employees is handled in a manner that is respectful to the employee, protects the agency and follows all relevant legislation.

Procedure: Different procedures shall apply to different situations.

1. If an employee must be terminated through no fault of hers or the agency (for example, because of a loss of funding):
 - ⌘ the Centre shall provide the employee with a minimum of four (4) weeks written notice or payment in lieu of this notice
 - ⌘ the employee shall be provided with written confirmation of the reason(s) for the termination of employment and an appropriate employment reference
 - ⌘ if the situation leads to a group lay off, the Board of Directors and the Executive Director shall develop and implement a formal, open process that includes an exploration of all reasonable options and proposals, consideration of recall options and/or the designation of priority status for laid off employees during future hirings.
2. Employees who wish to end their employment with the Centre are expected to give the agency at least four (4) weeks written notice to allow the agency to plan and maintain organizational stability.
3. If an employee is terminated for cause, the agency shall follow the requirements of the *Employment Standards Act*.
4. Probationary employees may be terminated at any time during or at the end of their probationary period without cause and without reasons being provided, although the Centre will endeavour to provide reasons whenever possible.

Employees may grieve their termination according to the agency's Grievance Policy, as well as through any appropriate external avenues.

Upon termination, employees are expected to participate in an exit interview with the Executive Director (or, in the case of the Executive Director, with the Chair of the Board of Directors), if appropriate in the circumstances.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Hours of Work
SECTION: Personnel

Purpose: To ensure an appropriate system for tracking hours of work and overtime as well as for compensating for overtime.

Procedure: With respect to tracking staff hours worked:

- ✿ the Program Supervisor shall complete a time sheet for all shelter employees for each pay period
- ✿ all other employees shall complete their own time sheets and submit them to the Administrative Assistant
- ✿ the Executive Director shall approve time sheets in time for payroll processing by the Administrative Assistant
- ✿ the Administrative Assistant shall maintain an ongoing record of each employee's holiday, sick time and compensatory time status

With respect to overtime:

- ✿ non-management employees are not expected to work more than 44 hours per week, as averaged over the two-week period, except under extraordinary circumstances
- ✿ other than in emergency situations, overtime hours must be approved in advance by the Executive Director
- ✿ overtime will be compensated by time off, on an hour for hour basis
- ✿ compensatory time off will be taken as soon as possible and appropriate for both the employee and the Centre and must be approved by the Executive Director
- ✿ compensatory time off cannot be carried forward into the next fiscal year

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Bereavement Leave
SECTION: Personnel

Purpose: To ensure that staff are able to have time away from work during times of bereavement and that the Centre continues to function smoothly.

Procedure: Staff shall be provided with bereavement time when they need to be away from work because of a death in their personal community:

- ♀ personal community includes immediate family members of the employee or her partner and very close friends
- ♀ permanent full-time employees are entitled to a maximum of five (5) days of paid leave
- ♀ permanent part-time employees are entitled to a maximum of three (3) days of paid leave
- ♀ relief employees shall receive bereavement leave if they are scheduled to work at the time they require such leave
- ♀ employees may extend their paid bereavement leave with the use of sick days and/or unused vacation credits
- ♀ the Executive Director has the discretion to approval additional paid days or unpaid leave, as appropriate in the circumstances
- ♀ bereavement leave days are not cumulative and cannot be carried forward from year to year

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Leaves of Absence
SECTION: Personnel

Purpose: To support staff who need to be absent from the workplace for an extended period of time.

Procedure: In the event of a planned leave:

- ✂ the employee shall make her request to the Executive Director, in writing, at least two months before the desired start date of the leave
- ✂ the request shall provide details about the anticipated length of the leave, the reasons and any other relevant information
- ✂ when considering such a request, the Executive Director shall consider the needs of both the employee and the agency
- ✂ the Executive Director shall set a date for the employee to contact the Centre prior to her return
- ✂ an employee fails to communicate with the Centre at this time or does not return to work on the approved date will be deemed to have voluntarily terminated her employment
- ✂ in the event a leave request is turned down, the employee shall be provided with written reasons
- ✂ an employee whose request is refused may use the agency's Grievance Policy
- ✂ if the Executive Director wishes to take a leave, she shall submit her written request to her supervisor

An emergency or unplanned leave includes, but is not limited to, such situations as a sudden serious illness in the employee's immediate family, a legal emergency or a personal crisis. In such an instance:

- ✂ the employee may negotiate with the Executive Director for an immediate leave
- ✂ details such as length and a return to work date may be negotiated while the employee is on leave, out of respect for the emergency nature of such a leave Employee status shall not be affected as a result of a leave of absence. New vacation credits shall not accumulate. Employees may assume payment of premiums relating to their benefits package or may end coverage for the length of the leave.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Parental Leave
SECTION: Personnel

Purpose: To support parental leave in a manner that does not interfere with the Centre's delivery of service to its clients.

Procedure: Employees seeking parental leave shall follow the requirements and procedures as set out in the federal legislation.

Employees shall, except when there is an emergency, make their request for parental leave in writing to the Executive Director at least two (2) months prior to the anticipated start date of the leave.

Employer contributions to the benefits package shall continue during a parental leave and vacation and sick leave entitlements shall accrue.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Statutory Holidays
SECTION: Personnel

Purpose: To ensure that staff are aware of the statutory holidays to which they are entitled and that the Centre continues to run smoothly on these vacation days.

Procedure: The nine statutory holidays to which staff are entitled either to time off with pay or to appropriate compensation if they work are:

New Year's Day
Family Day
Good Friday
Victoria Day
Canada Day
Labour Day
Thanksgiving Day
Christmas Day
Boxing Day

The Executive Director is responsible for making appropriate arrangements for time off, compensation and scheduling employees to work on statutory holidays.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Vacation and Personal Days
SECTION: Personnel

Purpose: To support appropriate break times for staff from their work responsibilities at the Centre.

Procedure: With respect to vacation time:
Management staff are entitled to the following annual vacation time:

Number of years worked	Number of weeks vacation
1 – 5	4
5 – 10	5
10+	6

All other full time employees are entitled to:

Number of years worked	Number of weeks vacation
1 – 5	3
5 – 10	4
10+	5

Relief employees shall receive 4% vacation pay in lieu of vacation time.

Annual vacations cannot be carried over from year to year, except in extraordinary circumstances, in which case the employee wishing to carry her vacation time forward must apply in writing for permission to the Executive Director.

Normally, the amount of vacation time is calculated upon successful completion of the first, fifth and tenth year of employment. The Executive Director has the discretion to grant increases to vacation time prior to these dates.

Employees are expected to plan their vacation time and submit their requests to the Executive Director in a timely manner. The Executive Director has the authority to deny a vacation request only if there would be an unavoidable and significant negative impact on the agency's delivery of services.

With respect to personal days:

In order to support and promote positive self-care among the Centre's employees, all permanent full time employees are entitled to five (5) personal days leave per year. Relief workers do not normally receive personal days; however, if an emergency arises

during a relief worker's regularly scheduled shifts, she may have up to three (3) personal days leave, at the discretion of the Executive Director.

Employees must advise the Executive Director of their plan to take a personal day, but do not have to provide reasons. If there are serious and legitimate reasons (for example, a significant and negative impact on service delivery), the Executive Director may ask the employee to change the timing of her personal day.

Personal days cannot be carried forward from year to year.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Sick Leave
SECTION: Personnel

Purpose: To support the smooth operation of the Centre and staff who require time away from work because of illness.

Procedure: The Executive Director is responsible for all decisions relating to sick leave:

- ⌘ employees shall be entitled to 7 sick days per year.
- ⌘ employees may accumulate up to 14 sick leave days
- ⌘ sick day accumulation will be made retroactive to the first day worked once a new employee has successfully completed her probationary period
- ⌘ in the event of an absence of more than Three (3) days, the Executive Director may request a doctor's certificate confirming the illness
- ⌘ the Executive Director may request a doctor's written confirmation of an employee's ability to return to work where there is a legitimate reason for any concern in this regard
- ⌘ the Executive Director has the discretion to authorize longer periods of paid sick leave, when the circumstances so warrant. In such a case, she shall advise the Personnel Committee of her decision.

If an employee is unable to return to work after having exhausted her full sick leave entitlement, she may:

- ⌘ if she is still unable to work because of her own illness, apply for unemployment insurance benefits until such time as her long term disability insurance takes effect, or
- ⌘ if she is not yet able to return for reasons other than her own illness, apply for an unpaid leave of absence.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Grievance
SECTION: Personnel

Purpose: To support the Centre's Grievance Policy with a clear and transparent procedure.

Procedure: The formal grievance procedure shall be activated when attempts at informal resolution have proven unsuccessful or inappropriate:

- ✎ formal grievances will generally be undertaken by one employee, but group grievances, which could arise where a personnel practice or decision has an impact on a group, are also permitted
- ✎ in the case of a group grievance, all related decisions will be discussed in regular staff meetings, from which the Executive Director shall excuse herself
- ✎ it is expected that all parties to a grievance shall proceed in good faith, with respect for both the process and the others involved.

Step One: The party or parties shall submit a written notice of the grievance to the Personnel Committee within fifteen (15) business days of the incident or decision. Where it is a group grievance, it is to be placed on the agenda of a staff meeting within fifteen (15) business days, and the grievance is to be submitted within fifteen (15) business days of the staff meeting.

The notice must contact at least:

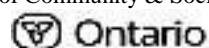
- a brief summary of what is being grieved
- a list of all parties involved in the grievance
- if it is a group grievance, the name of the contact person
- relevant background information

Copies of the grievance must be distributed to all parties involved by the party(ies) initiating the grievance.

If the grievance involves the Personnel Committee, the employee(s) may submit it to the Board of Directors.

A grievance about an incident or decision that took place more than fifteen (15) days previously must begin with a written request for permission to grieve, which must outline the reasons for the delay. The same process is used as for a grievance notice. Written confirmation of permission or denial (with reasons) will be given to the employee(s) within 10 business days of the request being submitted.

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Step Two: The Personnel Committee shall respond in writing to all parties within five (5) business days to confirm it has received the grievance and to set a date, time and location for the hearing into the grievance or to give notice of its decision (with reasons) not to hear it.

The hearing shall take place within fifteen (15) business days from the date the written grievance was submitted to the Personnel Committee.

Step Three: The hearing shall proceed as follows:

- ⌘ the Personnel Committee will introduce the process and the parties and set any guidelines to be used throughout the hearing
- ⌘ the employee(s) initiating the grievance will present her/their information
- ⌘ the other parties and the Personnel Committee will then ask questions in a constructive manner
- ⌘ the party(ies) named in the grievance will present her/their information, with questioning as described above to follow
- ⌘ in making their presentations, the parties will clearly identify what actions and/or decisions they are seeking
- ⌘ all parties will have the opportunity to present a concluding statement.

A member of the Personnel Committee will take detailed notes of the hearing. Upon request by any party or the Personnel Committee, the hearing may be recorded. This recording will take the place of notes and will be kept in a secure location for seven (7) years or as agreed upon by the parties.

All parties are encouraged to speak for themselves, but are entitled to bring one support person or professional advocate to the hearing.

Where the Personnel Committee feels it is appropriate or necessary, it may amend this procedure.

Step Four: The Personnel Committee shall provide its decision, in writing, to the parties within ten (10) business days of the hearing.

Step Five: The decision may be appealed to the Board of Directors within five (5) business days of its receipt. This appeal must be in writing, and copies must be provided by the initiating party(ies) to all other parties, including the Personnel Committee.

Step Six: The Board of Directors shall respond to all parties within five (5) days to confirm receipt of the appeal and either set the date, time or location of the appeal hearing or provide its decision (with reasons) not to hear the appeal.

The hearing shall take place within fifteen (15) days of the notice of appeal.

Step Seven: The Board of Directors shall use the same procedures and timelines in the hearing of the appeal as were used for the initial hearing.

Step Eight: The Board of Directors shall provide its decision, in writing, within ten (10) days of the hearing. This is the final step in the internal grievance process and the decision of the Board of Directors is binding on all parties.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: References
SECTION: Personnel

Purpose: To support employees with a positive work record who seek an employment or other reference.

Procedure: When an employee in such circumstances wishes to have a reference:

- ✂ the request shall be made to the Executive Director (or in the case of the Executive Director, to the Chair of the Board of Directors) up to one (1) year after the end of employment with the Centre
- ✂ the reference shall be provided based on the contents of the employee's personnel file
- ✂ where the file contains concerns about an employee's performance, those may be shared in the reference

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Probationary Review
SECTION: Personnel

Purpose: To ensure that an appropriate review is conducted at the end of the probationary period for new employees.

Procedure: The Executive Director is responsible for the probationary review of new employees:

- ✂ she shall use a standard form which is available for review by the employee
- ✂ she shall complete the form and then discuss it with the employee, giving the employee the opportunity to comment on each section
- ✂ the Executive Director and the employee shall note areas for future learning and development, along with timelines where appropriate
- ✂ at the completion of the review, both the Executive Director and the employee shall sign the form, which shall be placed in the employee's personnel file

Based on the evaluation, the Executive Director has the authority to:

- ✂ extend the probationary period by up to three (3) months, with specific areas of improvement identified for the employee
- ✂ confirm permanent employment
- ✂ terminate the employee, in which case no reasons need be provided to the employee.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Performance Appraisals and Supervision
SECTION: Personnel

Purpose: To support the Centre's commitment to promoting individual and agency accountability.

Procedure: Following successful completion of a performance appraisal at the end of the probationary period, employees shall have annual formal performance appraisals.

More frequent appraisals may take place at the discretion of the Executive Director. For instance, where disciplinary action has been taken against an employee or where an employee has agreed to meet specific goals and objectives, follow-up formal appraisals may be necessary.

If an employee disagrees with or objects to specific content in a formal performance appraisal, she may:

- ✂ negotiate desired changes with the Executive Director, OR
- ✂ attach a written summary of concerns or objections to the formal evaluation for placement in her personnel file.

If neither of these options provides a satisfactory outcome for the employee, she may initiate a formal grievance, pursuant to the Grievance Policy.

Either the employee or the Executive Director may call for more frequent supervision, which shall then occur on a schedule set by the Executive Director.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Disciplinary Action
SECTION: Personnel

Purpose: To support a fair, accountable and progressive discipline system for Centre employees.

Procedure: The Centre uses a four step system of progressive discipline, but may begin at whatever step the circumstances warrant.

Employees have a right to and are expected to play an active role throughout the disciplinary process.

1. Verbal warning: Where the behaviour is of a relatively minor and isolated nature, the employee shall be given a verbal warning by the Executive Director. This warning will clearly identify the concern as well as any changes that are necessary. The verbal warning will not appear in the employee's personnel file, but will be recorded in the Executive Director's supervision notes.
2. Formal written warning: A written statement of warning shall be given to an employee to serve as official notice of a problem. The statement shall include at least the clear identification of the problem and the minimum changes required. There are no consequences connected with a written warning. A copy of the written warning shall be placed in the employee's personnel file.
3. Written formal statement of reprimand with mandatory imposed remedy: This statement shall include at a minimum an identification of the problem and required changes or actions with a specified timeline for these changes or actions to be taken or completed. Consequences shall be an integral element of formal statements of reprimand. A copy of the statement shall be placed in the employee's personnel file.
4. Dismissal: An employee shall be dismissed in those instances where her behaviour has permanently destroyed her working relationship with and/or seriously threatened or compromised the integrity or safety of the Centre. The dismissal shall be conducted in accordance with the Termination of Employment Policy found elsewhere in this Manual.

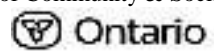
The Executive Director is responsible for all disciplinary action at the Centre. Any action at steps 3 and 4 shall be developed with and reviewed by the Personnel Committee or Board of Directors, as appropriate.

An employee who has received a formal written warning may apply in writing to the Executive Director after one year to have it removed from her personnel file. An employee who receives a written formal statement of reprimand with mandatory imposed remedy may apply to the Personnel Committee after two years to have it removed from her file. The decision to remove or not remove such documentation from an employee's file shall be at the discretion of the Executive Director or Personnel Committee and will be based on the employee's work performance since the date of the disciplinary action.

An employee may appeal any disciplinary action by filing a formal grievance in accordance with the Grievance Policy found elsewhere in this Manual.

PROGRAMS AND SERVICES

Developed by Pamela Cross
Through a Capacity Building Initiative funded by the
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PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Volunteers
SECTION: Programs and Services

Purpose: To support the positive use of volunteers in the Centre's delivery of services.

Procedure: The Centre's volunteer program is managed by the Residential Program Supervisor, who is responsible for the selection, assignment and supervision of volunteers:

- ⌘ people interested in becoming volunteers are to apply in writing indicating their area of interest and any relevant skills or experience
- ⌘ appropriate applicants will be interviewed by at least two (2) staff, including the Residential Program Supervisor
- ⌘ successful candidates will go through the agency security screening process
- ⌘ the Residential Program Supervisor will evaluate the performance of volunteers on an annual basis
- ⌘ if any concerns arise during the evaluation process, they will be dealt with using the agency's Discipline Policy and Procedure
- ⌘ where circumstances warrant, volunteers can have their relationship with the agency terminated without notice, cause or explanation. In this instance, the Residential Program Supervisor will consult with the Executive Director, who may, at her discretion, seek direction from the Board of Directors before making a decision.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Centre Vehicle
SECTION: Programs and Services

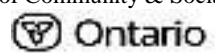
Purpose: To ensure that the Centre vehicle is used safely and appropriately.

Procedure: The Executive Director is responsible for ensuring proper use of the Centre vehicle:

- ⌘ only staff with a valid driver's licence may drive the agency vehicle
- ⌘ the Centre shall maintain a minimum of one million dollars (\$1 million) liability insurance on the vehicle at all times
- ⌘ the Executive Director shall consult with the agency's insurance agent from time to time to determine whether any changes in the amount of insurance are necessary
- ⌘ if any damage occurs to the vehicle or if it is involved in an accident, the employee driving or with responsibility for the vehicle at the time must report it to the Executive Director as soon as is safely possible
- ⌘ there shall be no consumption of food or drinks in the vehicle by anyone at any time
- ⌘ the vehicle must be left clean and tidy after use
- ⌘ the vehicle must be returned to the designated parking area after use
- ⌘ the keys must never be left in the vehicle
- ⌘ in order to ensure the vehicle is kept clean, tidy, with sufficient fuel and ready for use at any time, all employees using the vehicle will follow the guidelines

STANDARDS AND ETHICS

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PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Board involvement with service users
SECTION: Standards and Ethics

Purpose: To support appropriate relationships between Board members and service users.

Procedure: Board members are not permitted to enter into personal relationships with service users. However, extenuating circumstances may arise from time to time where such relationships may be permitted. In such situations:

- ♀ the Board member shall immediately contact the President of the Board to inform her/him. If it is the President who is in this situation, s/he shall inform the Executive Director
- ♀ The Board member and President (or President and Executive Director) shall discuss the situation and confirm that it is an exception
- ♀ All necessary steps shall be taken to ensure the confidentiality and privacy of the service user
- ♀ A reporting mechanism shall be put in place so the President or Executive Director is kept informed

The right of the client to services outranks any interests of the Board member in serving on the Centre's Board.

If there is any possibility of a compromise in the delivery of services to the client or of the appearance of a conflict of interest, the Board member may be asked to take a leave of absence while the client is using the Centre's services.

Examples of extenuating circumstances include, but are not limited to:

- ♀ family member or friend of a Board member wishes to use the Centre's services
- ♀ Board member wishes to offer financial support or housing to a family member who is using the Centre.

The Board President and/or Executive Director has final decision making authority with respect to handling these situations.

PAVILION WOMEN'S CENTRE

PROCEDURES MANUAL

TITLE: Staff involvement with service users
SECTION: Standards and Ethics

Purpose: To support appropriate relationships between staff and service users.

Procedure: Staff members are not permitted to enter into personal relationships with service users. However, extenuating circumstances may arise from time to time where such relationships may be permitted. In such situations:

- ✂ the staff member shall immediately inform the Executive Director
- ✂ the staff member and Executive Director shall discuss the situation and confirm that it is an exception
- ✂ all necessary steps shall be taken to ensure the confidentiality and privacy of the service user
- ✂ the staff member and Executive Director shall discuss the situation on a regular basis as long as it continues

If there is any possibility of a compromise in the delivery of services to the client or of the appearance of a conflict of interest, the Executive Director shall make all reasonable efforts to minimize contact between the client and the staff member. In some situations, the client may be encouraged to use another service in the area.

Examples of extenuating circumstances include, but are not limited to:

- ✂ family member or friend of a staff member wishes to use the Centre's services
- ✂ staff member wishes to offer financial support or housing to a family member who is using the Centre.

The Executive Director has final decision making authority with respect to handling these situations.