**Victim Services of Hastings, Prince Edward, Lennox & Addington Counties**

**Board of Directors**

**Policies and Procedures Manual**

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Victim Services HPEL&A Policy & Procedure Manual

April 7th, 2015

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# INTRODUCTION

This manual outlines the Policy and Procedures for Victim Services of Hastings, Prince Edward, and Lennox & Addington Counties and is intended to act as a reference for staff and Board members. Volunteers assisting in the office fall under the jurisdiction of the volunteer program and should refer to the Volunteer Policies and Procedures Manual for more information.

Victim Service is a not-for-profit agency that provides immediate crisis intervention, emotional support and community referrals to victims of crime and/ or tragic circumstance in co-operation with Police and other emergency service providers within the Hastings, Prince Edward, Lennox & Addington jurisdiction. As an agency that supports a vulnerable segment of our community, it is essential that Policies and Procedures are followed to ensure that client re-victimization does not occur, and that our agency maintains a professional image.

Policy and Procedures cannot be drafted to cover every possible situation that could arise. The absence of specific direction to cover a given situation does always not obviate the need to exercise good judgment and common sense . Should additional questions or concerns arise, please feel encouraged to address them with the Executive Director and/or the Board of Directors.

# MISSION STATEMENT

Mission Statement

Victim Services, Hastings, Prince Edward and Lennox & Addington Counties offers 24 hour a day, 7 day a week short term crisis support, practical assistance, information and referral program to victims of crime, tragic circumstance and disaster.

Our Mandate

Victim Services provides immediate crisis response, intervention and prevention services, which are responsive to the needs of individuals, families and communities affected by crime and sudden tragedies. Specialized service delivery to domestic violence, sexual assault & stalking.

# Goals and Objectives

Victim Services is a program that consists of community volunteers assisting the police and other emergency services to meet the short term practical and emotional needs of victims of crime, tragic circumstance and disaster and their longer-term needs by referral to existing community services.

Specific objectives of the program are:

* To develop and maintain the capacity to provide short term practical and emotional assistance to victims by designating community volunteers to be available to respond at the request of attending police & emergency services.
* To develop and maintain the capacity to connect victims to appropriate community services to meet their longer-term needs by providing information and referral options in the community.
* To make the service available to all police, fire and ambulance services in the counties of Hastings, Prince Edward, Lennox and Addington Counties.
* To make crisis assistance available to victims on a 24 hour a day, 7 days per week basis.
* To recruit, train and coordinate volunteers.
* To enhance the ability of emergency services to meet the crisis needs of victims by making them aware of the victim assistance service, its benefits and proper use.
* To reduce the negative impact of victimization by providing emotional support, information, practical assistance and immediate referrals to community services.

# Meeting the victim’s short-term needs

Crisis assistance is provided by having specially trained volunteers on call at the request of the police and other emergency services, twenty-four hours per day, seven day a week. The volunteers promptly provide information, support and practical assistance at the site, where they are needed. This is generally the victim’s residence, but could be at a police station or detachment, h*ospital or shelter as indicated.*

There may be occasions when assistance might be rendered by telephone without face – to – face contact. An example might be where only information is needed or when distance, weather, safety or other factors make attendance at the scene impractical.

All referrals to the service must be made by the police or emergency service, and with the consent of the victim. This ensures that all service rendered is needed and wanted, and also ensures that the situation is safe for the volunteers to attend. Victim Services is available for general referrals from the public or other community agencies through phone contact only. Toll free number is available in phone books.

As a crisis service, the objective is to help the victims stabilize and mobilize their resources toward recovery. If longer-term assistance is needed, it should be provided through referral to other helping agencies. Volunteers should not encourage or accept efforts by the victims to have further contact so that the service does not develop a “caseload”. Such services are best provided by existing agencies. In fact, the program is not meeting one of its objectives if there are repeat calls to the police, etc. because victims have not been successfully connected with other services to meet their long-term needs.

# Victim’s outside the mandate

Generally, every effort is made to assist emergency services in the manner they request. Training in the appropriate use of the service and its mandate and objectives will help police, fire and ambulance, make the appropriate referrals. However, there are situations which are beyond the mandate of the service, as they are considered too dangerous for the volunteers to attend on scene. Examples of these are:

* Violent situations, domestic or otherwise when the combatants have not been separated through arrest, detention or removal to a different residence or shelter. This is in the interest of safety to civilian volunteers.
* Victims who are actively involved with other services that provides crisis assistance
* Mental Health Patients.
* People in crisis who are intoxicated by drugs or alcohol and therefore unpredictable or unlikely to benefit immediately from any crisis intervention.
* Child victims of physical or sexual abuse. Children under 16 years of age who are not in their parent’s care and control fall within the mandate of the Children’s Aid Society (C.A.S.) and must be referred to C.A.S. This will include child runaways and in general all children under 16 whom are not in the care of their parents and/or legal guardians.

# Program Objectives Related to Clients

* To lessen the trauma of being victimized
* To help clients cope with the impact of crime and regain control of their lives.
* To encourage clients to connect with other services.
* To assist clients in reducing the likelihood of repeat victimization

# Program Benefits to Emergency Services

* Allows police officers to be more readily available to respond to other calls for service.
* Decreases repeat calls.
* Provides the police with accurate and comprehensive information about available community resources and services.
* Provides satisfaction that the victim’s needs are being met.
* Provides feedback to the emergency service on the outcome of the assistance provided to the victim.
* Exemplifies joint emergency service – community partnerships.

# Community

* Improving coordination between community resources/services and emergency service providers.
* Providing an opportunity for community members to become positively involved in the criminal justice system.

# The Service Cycle

Victim Services is a community-based service, which assists local police, and emergency service. They provide short-term confidential, emotional and practical assistance to victims of crime, tragic circumstance and disasters.

Victim Assistance is provided by carefully trained community volunteers. These volunteers are on call to all policing and emergency services in the counties of Lennox & Addington, Prince Edward and Hastings, 24 hours a day, seven days a week.

# Overview of our services provided to victims

* Offer print information on services available in community
* Assistance with packing appropriate belongings if victim has determined to go to a shelter
* Selection of documents and items essential if victim leaves residence
* Transportation of the victim and family to a shelter- with police referral
* Transportation of the victim to alternative shelter which is out of jurisdiction
* Review police safety plan with victim
* Tend to children during the victim impact statement
* Tend to children in hospital during medical exam
* Follow up call to assist victim with any other concerns.
* Offer Support Link or Victim Quick Response Program

# Procedures

1. When Emergency personnel are at the scene, they assess the need for Victim Services
2. Police officer/emergency service provider, contacts dispatcher (Municipal services) or communications center (O.P.P.). or the On-Call message centre, to request Victim Services staff member to respond.
3. Answering service pages / texts person on first call.
4. Staff / team leader then call answering service to confirm page and then immediately contacts Emergency Service / officer to get summary of situation, type of incident and type of assistance required.
5. Staff / team leader personnel then contacts volunteers on shift for that area (telephone or pager), provides details, (type of incident, partner’s name, where volunteers are to go, etc.). Staff / team leader then contacts officer with approximate ETA, if required. Depending on the situation, Emergency Services may wait for the volunteers to arrive to attend with them.
6. On arrival at the scene, volunteers get information from the officer if possible, and introduce themselves BY FIRST NAME ONLY to the victim.
7. Emotional and practical support and assistance is rendered. If difficulties arise during a call that volunteers cannot respond to, or are in doubt about, they should contact staff/team leader for assistance. As well, police should be called if there are grave concerns regarding the safety of the victim. Volunteers are to leave immediately if there are any concerns regarding their own safety and must inform the police and staff/team leader of their decision to leave the call.
8. If needed, the victim may be accompanied / transported for emergency services, e.g. hospital, police station, clinic, shelter, Ontario Works, hotel or food bank.
9. Depending on the type of incident and nature of the call, the victim should be informed that he/she will receive a follow-up call from Victim Services office staff during business hours.
10. Volunteers notify the staff / team leader when they have completed the call and/or returned home. It is recommended that the client contact form be filled out and signed by BOTH volunteers and forwarded to the office as soon as possible.
11. A call is made to the victim (if appropriate) to ascertain how they are doing and if the referrals provided by the volunteers have been utilized. Any further explanation of the options available to the victim or any other appropriate referrals are given during the follow-up call(s)

# Confidentiality

In keeping with the philosophy and beliefs of Victim Services, all employees, board members and volunteers will sign on oath of confidentiality.

A breach of confidentiality occurs when information belonging to Victim Services, or any of its clients or personnel is transmitted in any manner whatsoever without the written consent of the party or parties involved. This applies to all information received and/or generated by the organization, including but not necessarily limited to; written, computer, audio, visual and verbal information.

Information relating to identifiable persons contained in the Victim Services files, received from clients (whether documented or not) may not be divulged to any person, nor shall any person; remove, copy or inspect such information except under the following conditions:

1. When any employee requires the information within the context of their job responsibilities as they relate to the client's care and/or associated records and files.
2. The information is provided to other employees or trainees as required for their education in the context of approved programs; whenever the identification of a client is not relevant to the educational activities, precautions must be taken to remove information relating to the client’s identity.
3. An employee who has reasonable grounds to suspect in the course of their professional or official duties, that a child has suffered or is suffering from abuse, that may have been caused or permitted by a person who has or has had charge of the child, reports the relevant information relating to the suspected abuse to a Children's Aid Society as required by the Child and Family Services Act, 1885, Section 68(2);
4. There is reasonable cause to believe that the person themselves, or other person(s) in the community is (are) exposed to serious and unnecessary risk, e.g. because of the commission or projected commission of a criminal offense; in such cases relevant person - specific information may be revealed to the appropriate police authorities.

This policy does not prevent employees, board members or volunteers from disclosing information as required by law and/or in keeping with written guidelines developed by the Ministry of the Attorney General.

# Location, Ownership & Disposal of Information

* All files belong to Victim Services (except financial records) and will be kept at the offices or property of the corporation and will only be removed at the instruction of the Executive Director or Chair of the Board of Directors or the Ministry of the Attorney General.
* Clients of Victim Services shall have access to their individual files and written record pertaining to them.
* Employees and volunteers of Victim Services shall have access to their own personnel file.
* Upon termination of their association with Victim Services, all board members, volunteers and employees shall return all information accumulated during their involvement with the corporation.
* The Organization agrees to maintain separate accounting records and books of account for funds provided pursuant to this Agreement in accordance with generally accepted accounting principles and any applicable recommendations of the Canadian Institute of Chartered Accountants. Depreciation on fixed assets shall not be considered an expense under the terms of this Agreement. The audited financial statement shall reflect the revenues and expenditures outlined in the Final Report submitted by the Organization. In cases where the figures in the audited financial statement and the Final Report do not match, written explanation of the variance shall be submitted by the Organization with the audited financial statement.
* The Organization shall make all financial records and books of account, including audited financial statements, available to the Ministry's representative and to the Ministry's designated auditor, upon twenty-four (24) hours notice for audit during business hours by the Ministry, during the term of this Agreement and for seven (7) years following the termination or expiry of this Agreement. The Organization shall retain all financial records and books of account for a period of seven (7) years after the termination or expiry of this Agreement. Notice to the agency under this section will be provided by the Director, Programs and Community Development Branch, Ontario Victim Services Secretariat, Ministry of the Attorney General.

# Conflict of Interest

A conflict of interest is defined as a conflict between an individual's personal interests and his/her responsibility to the organization, Victim Services.

Therefore, no board member, employee, volunteer, their partner(s) or family member(s) shall reap a personal, financial or political gain as a result of their association with Victim Services.

At the commencement of their term, or at the initial Board Meeting following the Annual General Meeting, whichever comes first, each board member shall be asked to declare any real or potential area conflict of interest. All declarations shall be recorded in the Minutes of the Board of Director's meeting. Should, at any time during their term of office, a specific conflict be identified, the Board member shall declare the conflict and remove him/herself, or be removed, from decision making or voting upon this issue. All such declarations shall be recorded in the Minutes of the Board of Director's meeting.

The Organization, its directors, officers, board members, employees, agents, contractors and volunteers shall not engage in any activity or provide any services where such activity or the provision of such services creates a conflict of interest (actual or perceived in the sole opinion of the Ministry) with the provision of services pursuant to this Agreement. The Organization acknowledges and agrees that it shall be a conflict of interest for the Organization to use confidential information of the Government of Ontario relevant to the services provided under this Agreement where the Ministry has not explicitly authorized such use.

# BOARD POLICIES

Board Job Description

The purpose of the Board, on behalf of the moral ownership, is to see that Victim Services fulfills its social contract with the community and in doing so, serves as a wise steward of its resources while preventing unacceptable actions and situations.

The job of the Board is to represent the moral ownership in determining and demanding appropriate organizational performance. Accordingly:

* The Board is responsible for maintaining the connection between the Victim Services and its “moral owners.”
* The Board will produce written governing policies in the following areas:
* Mission-based outcomes, which describe what good (results), for whom (recipients) and at what cost
* Organizational health, which defines expectations of, and limits the framework for, executive actions and decision-making.
* Board Governance process, which specifies how the Board will ensure excellence in governance and monitor its own performance.
* Board-Executive Director (ED) linkage, which describes the relationship between the Board and the ED and describes the ED’s role, authority and accountability.

# Section 1: Governance & Governance Process

Policy 1.1: Governing Documents

Approved: April 7th, 2015

To be reviewed: Annually

Policy:

The organization will ensure that the governing documents of the organization reflect best practices, comply with legal requirements, and are adhered to by the Board of Directors.

Procedures:

1.0 The Board of Directors will ensure that the bylaws of the organization are reviewed on an annual basis and are revised to meet the current and future needs of the organization.

2.0 In advance of the Annual Meeting of the corporation, the Board of Directors will determine if revisions to the bylaws are required.

3.0 Recommended changes to the bylaws will be forwarded to the members of the corporation before the Annual Meeting as required by the bylaws.

4.0 Recommended changes to the bylaws will be voted on at the Annual Meeting.

5.0 If the recommended changes are approved, a revised copy of the bylaws will be distributed to all members of the Board of Directors.

# Policy 1.2: Mission Statement and Guiding Objectives

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

There will be a Mission Statement for the organization that will be formally approved by the Board of Directors. These statements will be appended to this document.

Procedures:

1. The Board of Directors will review and evaluate the mission statement and guiding objectives on a bi-annual basis.
2. The Board of Directors will approve any changes required to the mission statement.

# Policy 1.3: Strategic Plan

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The organization will develop a strategic plan to define the overall direction of the organization.

Procedures:

1.0 The Board of Directors will be responsible for the development of a strategic plan.

2.0 The Board of Directors will monitor the status of the strategic plan on an ongoing basis.

# GOVERNING STYLE

The Board provides strategic leadership to Victim Services. In order to do this, the Board will:

1. Look to the future and keep informed of issues and trends that may affect the mission and organizational health of Victim Services.
2. Make decisions based on knowledge of community needs and best practices and in accordance with the mission.
3. Be proactive and visionary in its thinking.
4. Encourage thoughtful deliberation, incorporating a diversity of viewpoints.
5. Work together as colleagues, encouraging mutual support and good humor.
6. Have the courage to lead and make difficult decisions.
7. Commit to excellence in governance, including regularly monitoring, assessing and improving its own performance.
8. The Board will monitor and discuss the Board’s process and performance at each meeting.

In governing, the Board will fulfill its legal responsibilities of:

1. The *Duty of Obedience* that requires board members to be faithful to the mission of Victim Services in its policies and actions.
2. The *Duty of Care* that requires that in fulfillment of his/her duties, a Board member owes Victim Services the care that an ordinarily prudent person would exercise in a like position and under similar circumstances.
3. The *Duty of Loyalty* that requires Board members to always put the best interest of Victim Services first when making decisions affecting the organization.

# Policy 1.4: Governing Style - Meetings follow Parliamentary Procedure

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The rules of parliamentary procedure govern the Board.

Procedure:

Roberts Rules of Order is a book of present day general parliamentary law that outlines rules of practice that balance the rights of the person with an organization’s membership. A description of the most common parliamentary procedures found in Roberts Rules of Order are outlined below.

*Parliamentary Procedure at a Glance*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Type of Motion | Must it be  Seconded? | Is it  Debatable? | Can it be  Amended? | Can it be  Tabled? | Simple majority or  two-thirds vote. | Can it be  Reconsidered? |
| Adjourn | Yes | No | No | No | Simple Majority | No |
| Amendment | Yes | Yes | Yes | (1) | Simple Majority | (1) |
| Amendment to  amendment | Yes | Yes | No | (1) | Simple Majority | (1) |
| Commit (Refer) | Yes | No | Yes | No | Simple Majority | No |
| Lay on the Table | Yes | No | No | - | Simple Majority | Yes |
| Motion | Yes | Yes | Yes | Yes | Simple Majority | Yes |
| Point of Information | No | No | No | No | Does Not Apply | Does Not Apply |
| Point of Order | No | No | No | No | Does Not Apply | (2) |
| Point of Privilege | No | No | No | No | Does Not Apply | Does Not Apply |
| Postpone to Specified  Time | Yes | Yes | Yes | No | Simple Majority (3) | Yes |
| Previous Question | Yes | No | No | No | Simple Majority | No |
| Reconsider | Yes | Yes | No | Yes | Two-Thirds | Does Not Apply |
| Suspend Rules | Yes | No | No | No | Unanimous  Consent | No |

*(1) An amendment or an amendment to the amendment is subject to the closure motions only by being attached*

*to the main motion. In other words, if a motion has been moved and then an amendment, someone may move that*

*the matter be tabled and, if carried, both motion and the amendment would be tabled.*

*(2) A point of order can be reconsidered to the extent that the Chairman's ruling may be appealed.*

*(3) In order to re-open the question before the specified time, a two-thirds majority is required.*

Source: Roberts Rules of Order (Newly Revised).

# Policy 1.5: Roles and Responsibilities – Board of Directors & Executive Director

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

Roles and responsibilities between Board of Directors and Executive Director will be defined as

follows:

***Roles and Responsibilities Board of Executive***

***Directors Director***

Commitment to Teamwork

• Attend Board meetings and assigned committees. √ √

• Promote an effective working relationship between

governing body and Executive Director, including √ √

conflict resolution strategies if required.

• Actively support Executive Director by providing overall

direction, resources and realistic timelines to achieve √

the identified goals and objectives of the organization.

• Professional resource to Board. √

Develop Overall Organization Policy

• Recommend policy for consideration by the Board. √ √

• Determine policy of the organization. √

• Implement policy approved by the Board. √

• Develop management and program policies and √

procedures.

Compliance with Governing Documents

• Follow Letters Patent and bylaws. √

• Review and recommend revisions for consideration by

the membership. √

***Roles and Responsibilities Board of Executive***

***Directors Director***

Authority and Accountability

• Clearly define the authority of Executive Director. √

• Clearly define accountability from the Executive √

Director to Board.

• Clearly define Board/staff accountability. √ √

Strategic Planning

• Clarify the organization's mission. √

• Determine guiding principles and core values of the

organization. √ √

• Develop overall goals of the organization. √ √

Management

• Administer all phases of the operation of the

organization. √

• Keep Board informed of operations. √

• Develop program objectives and implementation

strategies to respond to the overall goals of the

organization. √

Effectiveness

• Prepare Board agendas. √ √

• Prepare minutes of Board meetings. √ √

• Distribute minutes of Board meetings to Directors. √

• Prepare and write Board committee reports. √

• Prepare and write program reports. √ √

***Roles and Responsibilities Board of Executive***

***Directors Director***

Recruitment and Selection

• Recruit new members for the Board. √

• Recruit and select Executive Director. √

• Recruit and select staff. √

Orientation

• Develop and implement orientation for Directors. √

• Develop and conduct orientation for new Executive

Director. √

• Conduct orientation for new staff. √

Evaluation

• Develop and conduct performance evaluation of

Executive Director. √

• Develop and conduct program and staff evaluations. √

Communications and Community Relations

• Develop communication policy. √

• Represent the organization at community functions. √ √

• Engage in community relations. √ √

Fundraising

• TBD

# Policy 1.6: Financial Oversight by the Board

Approved: April 7th, 2015

To be reviewed: Annually

Policy:

The Board of Directors of the organization will ensure the financial stability of the organization by adhering to sound accounting principles and to the bylaws of the organization.

Procedures:

1. The Board of Directors will review the quarterly financial report of the organization.
2. The quarterly report will highlight the current and projected financial status of the organization.

3.0 The Board of Directors will ensure that an audited financial statement is completed at the end of the fiscal year. The audited financial statement will be tabled for approval by the members of the corporation at the Annual General Meeting.

# Policy 1.7: Board of Directors Code of Conduct

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Directors.

Procedures:

1.0 Directors are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Directors shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

2.0 Directors must represent unconflicted loyalty to the interests of the community. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staff. It also supersedes the personal interest of any Director acting as a client of the Corporation.

1. Directors must avoid conflict of interest with respect to their fiduciary responsibility, (refer to Bylaws).

4.0. Directors’ interaction with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.

4.1. Directors’ interaction with public, press or other entities must recognize the same limitation and the inability of any Director to speak for the Board except to repeat explicitly stated Board decisions.

4.2. Directors will not make individual judgments of Executive Director or staff performance except as that performance is assessed against explicit Board policies by the official process.

4.3. Directors shall not encourage employees to bypass administration but shall advise employees to utilize reporting lines established in the organization.

5.0 Directors will respect the confidentiality appropriate to issues of a sensitive nature. Directors shall not divulge confidential matters brought before the Board, keeping in mind that any unauthorized statement could adversely affect the interest of the Corporation or its members. Confidential shall be defined as including personal information about clients, staff, and information discussed in-camera.

6.0 Directors shall be familiar with the incorporating documents of the organization, by-laws,

regulations, policies and organizational structure of the organization, as well as the rules of

procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.

# Policy 1.8 Board Member Confidentiality/Professional Conduct

Approved: January 13th, 2011

To be reviewed: Annually

PURPOSE:

Directors of not-for-profit organizations have a duty to keep confidential all information acquired in situations where confidentiality was understood. This can involve other directors, officers, members, employees or clients. Breach of confidentiality occurs when a Board member uses or discloses information that can cause harm to the person who confided the information. Such breaches can ultimately harm both the reputation and financial health of the organization.

DEFINITION:

Confidentiality is the safeguarding of both client and organizational information by the agency and by everyone involved in its operation.

Confidentiality is a basic right of victims, employees, and Board Members and an ethical obligation of the agency. When information is shared with other professional persons within the agency and with other agencies, this obligation binds them all equally.

PROFESSIONAL CONDUCT:

It is expected that Board Members will limit their discussions of victims, staff members, and other Board Members and that these conversations shall not occur in public places. As much as possible, necessary discussion should involve first names only and discretion should always be used.

RELATIVES, FRIENDS:

There shall always be a special respect in regard to the sensitivity of information and material when dealing with victims who are relatives, friends, Board members or anyone closely associated with the agency. This is not to imply that such victims should be given special treatment, nor shall it allow a Board Member a right to information concerning a victim where there exists a conflict of interest.

CONFLICTS OF INTEREST:

Board members may, from time to time, be faced with an issue for which they cannot be impartial, objective or non-judgmental. In such cases the individual is compelled to declare a conflict of interest and to distance himself/herself from the issue. It is in the best interest of all Board Members to discuss conflicts or potential conflicts immediately with the Executive Director or Board President. Failure to declare conflicts of interest may result in removal from the Board of Directors.

Name

Signature

Date

# Policy 1.9: Committee Principles

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board’s job and so as never to interfere with delegation from Board to Executive Director. This policy applies to any group which is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Directors. It does not apply to committees formed under the authority of the Executive Director.

Procedures:

1.0 Board committees are to help the Board do its job. Committees will assist the Board by preparing policy alternatives and implications for Board deliberation.

2.0 Board committees may not speak or act for the Board except when formally given such authority for specific and/or time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Executive Director.

3.0 Board committees cannot exercise authority over staff. In keeping with the Board’s broader focus, Board committees will not have direct dealings with current staff operations.

4.0 Board committees are to avoid over-identification with organizational parts rather than the whole. The Board retains responsibility and authority to monitor organizational performance.

5.0 All committee members shall abide by the same Code of Conduct as governs the Board of

Directors.

6.0 Except as defined in written Terms of Reference, no committee has authority to commit the funds or resources of the organization, except for staff resource time as reasonably required for

administrative support around meetings.

# Policy 1.10: Ad Hoc Committees

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

All Ad Hoc Committees established by the Board of Directors shall be chaired by a Director who shall report activities and outcomes directly to the full Board of Directors.

# Policy 1.11: Board & Committee Expenses

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

Directors shall not be entitled to any compensation or honorarium, but shall be entitled to reimbursement for out-of-pocket expenses incurred in attending Board and Board committee meetings, as well as any meeting attended at the direction of the Board.

Procedure:

1.0 Reasonable out of pocket travel expenses shall be reimbursed at the organization’s current rates, upon submission of receipts when travel expenses related to Board meetings are creating an undue financial burden on a Director.

2.0 Registration fees for attendance at Board approved workshop and education session shall be paid in full by the organization.

# Policy 1.12: Board Linkage with Community

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The organization serves all residents of the catchment area. The Board shall act on behalf of the residents of the catchment area as a whole, rather than being advocates for specific geographic areas or interest groups.

Procedure:

1.0 When making governance decisions, Directors shall maintain a distinction between their personal interests, and their obligation to speak for others as a representative of the community as a whole. As representatives of the community, the Board is obligated to identify and know what the community needs, and to understand their values relevant to the organization’s services.

2.0 The Board shall gather data in a way that reflects the diversity of the community. It shall meet with, gather input from, and otherwise interact with the broad base of communities, acknowledge diversity, and seek to make decisions considering that input.

3.0 Collection of input from communities may be accomplished through a variety of methods, including, but not limited to, community meetings, surveys and advisory groups.

# Policy 1.13: Board Recruitment and Membership

Approved: April 7th, 2015

To be reviewed: Annually

Policy:

The Victim Services operating by-laws requires that a Board composed of no less than (5) elected directors, whom a majority shall constitute a quorum.

Minimum qualifications for Board members:

* Board member must be at least 18 years of age.
* Must reside in the Counties of Hastings, Prince Edward, Lennox & Addington.
* No person shall be qualified for election as a director if: of unsound mind and has been so found by a court in Canada, or elsewhere, if he/she is not an individual (organization membership not eligible), if he/she has the status of bankrupt.
* Members must complete Board of Director Candidate Application
* Interview by current Board members(s)
* Canadian Police Check – CPIC
* Attend Board of Director Meetings, schedule set at the AGM

Procedures:

1. The Board of Directors must be willing to comply with the operating by-law and Board policies. Directors may either be elected at an Annual General Meeting (AGM) or, so long as a quorum of Directors remains in office, a vacancy or vacancies on the Board may be filled by the directors through appointment from among qualified members of the Victim Service’s Board.
2. The recruitment and screening of new Board members is the primary responsibility of the Chair or their designate. Candidates for Board membership due to Board vacancies between elections may be nominated by a Board member or recruited through outreach or a self-identified method.
3. In recruiting new board members, as vacancies become available, reasonable efforts shall be made to respect the following factors:

* The Board of Directors will recruit individuals who are supportive of the mission and whose skills and experience will benefit the organization.
* Commitment to linking with members and other stakeholders. Understanding that they stand in for a membership and a constituency of diverse people, willing to actively seek to access and understand that diversity.
* Ability to think in terms of systems and context — to see the big picture.
* Interest in and capability to discuss the values underlying the actions taken in the organization, and to govern through the broader formulations of these values.
* Ability and willingness to deal with vision and the long term, rather than day-to-day details.
* Ability and willingness to participate assertively in deliberation, while respecting the opinions of others.
* Willingness and commitment to honour Board decisions.

4.0 Nominations and Expressions of Interest Procedure

* All potential candidates for Board membership will complete a Board of Directors Candidate Application (Appendix 1).
* Candidates for Board membership, due to Board vacancies between elections will attend a meeting with the Chair and Vice Chair or designate to determine the suitability. At the completion of the interview a recommendation may be made to the Board endorsing the appointment of the candidate.
* The candidate application and interview information are brought forward to the entire Board for vote.

Prior to Annual General Meeting

* The Chair notifies (calls or writes) the Board applicant(s) who were not appointed to serve. (Appendix 2)
* The Chair calls the successful candidates to inform them of their acceptance to sit on the Board and to arrange (date, time, place) for orientation.

Executive Officers Succession Plan between Annual General Meetings*:*

* If the Board chair is no longer able to serve, the Vice-chair will temporary fill this position. As the Vice-chair is the logical choice for the Chair’s position, if the Board of Directors is in agreement, he/she will be appointed Chair at the next scheduled Board meeting. If the Vice-chair is unable to step into the Board Chair’s position, the Vice-chair will canvass current Board members for interest to fill the vacancy at the next scheduled Board meeting.
* If one of the following: Vice-chair, Treasurer or Secretary of the Board, is no longer able to serve, the Board Chair will canvass current Board members for interest to fill the vacancy at the next scheduled Board meeting.

Board Orientation and Training

* All Board members are encouraged to participate in any orientation or training session held by Victim Services or other Government Organizations. Training at the session covers Victim Service funding, the Board's responsibility for organization matters, financial accountability and overall administration of the Organization.

Board Member Orientation Process at first official meeting of new Director at the AGM

* Brief self-introduction by current Board members
* Brief self-introduction by new members
* Board binder orientation
* Board member's duties
* Review of Board meeting dates for the current year

Board Member Expectations

* The Board will maintain an up to date policies for its members outlining the expectations of its members. A copy of the Policy and Procedure manual will be provided to all Board members.

# Policy 1.14: Fundraising

To be reviewed:

Policy:

To Be Determined

Procedures:

# Policy 1.15: Striving for Excellence

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The Board of Directors will ensure that services and programs meet the needs of the people and the communities that are served by the organization.

Procedures:

1.0 The Board of Directors will ensure that the Executive Director evaluates programs and services according to whether they meet the needs of people and the communities they are intended to serve.

2.0 The Board of Directors will review regular program evaluation reports prepared by the Executive Director.

# Policy 1.16: Conflict of Interest Protocol

Approved: April 7th, 2015

To be reviewed: Annually

Policy:

Policies and procedures related to conflict of interest must be clearly understood by Directors of our organization. For the purpose of this policy, conflict of interest occurs when a director of a not-for-profit organization participates in discussion or decision-making about a matter, which may benefit that director, regardless of the size of the benefit. The conflict must result in direct or indirect benefit to the director or someone with whom the director has a close personal relationship.

Procedures:

1.0 Before any meeting of the Board of Directors, an agenda be circulated to each Director, with agenda items specified with enough detail in order to permit the Director to identify possible conflicts of interest;

2.0 Prior to the commencement of any substantive business at the Board of Directors meeting, the Chair of the meeting shall provide an opportunity for the Director to declare any conflict of interest regarding specific agenda items;

3.0 Full particulars of any such disclosure shall be noted in the minutes of the meeting;

4.0 If a Director has disclosed a conflict of interest regarding an agenda item, that Director shall leave the meeting room when the Board of Directors reaches that agenda item. The Director's departure from the meeting room shall be noted in the minutes, and there shall be no discussion of that agenda item until the Director has left the meeting room;

5.0 Following completion of the discussion by the Board of Directors of that agenda item, the Director shall return, and the return shall be noted in the minutes;

6.0 No Director shall discuss that agenda item” except to communicate the decision of the Board, “with the Director who has disclosed a conflict, whether at the Board of Directors meeting or outside the Board of Directors meeting, before or after the meeting.

7.0 Where a member of the Board of Directors becomes an active client of victim services, the Board will deliberate as to whether a conflict of interest exists on a case-by-case basis.

8.0 Staff and volunteers must wait a minimum of twelve (12) months after resigning before applying for a position on the Board of Directors.

9.0 Directors must wait a minimum of six (6) months after resigning from the Board before applying for any employment position with Victim Services.

# Policy 1.17: Handling Operational Complaints

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

To ensure that the Board fulfills its accountability to the membership, but does not interfere in matters it has delegated to the Executive Director – in the case of complaints about staff or volunteers – the following process shall be followed when a Director receives a complaint regarding an operational matter.

Procedures:

1.0 If the complaint is from an employee, the Director shall determine if the proper internal communication protocol for registering concerns has been followed. If not, the individual shall be

directed to the appropriate person.

2.0 If the complaint is from a member of the public, the Director shall explain to the individual that the Board has delegated responsibility to handle complaints to the Executive Director and direct the individual to the Executive Director.

1. The Director shall not offer any evaluative comments or solutions.

4.0 The Director shall ask the individual to contact him or her again if the matter has not been

addressed within a reasonable time period.

5.0 If the individual contacts the Director again about the issue, the Director shall inform the Executive Director or individual designated by the Executive Director of the complaint, and request that it be handled.

6.0 If the Director is concerned about a potential policy violation, the Director shall inform the Board Chairperson to request a monitoring report.

# Policy 1.18: Executive Director Policy

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The Board of Directors will be responsible for the recruitment, selection, evaluation and dismissal of the Executive Director.

Procedures:

1.0 The Board of Directors will ensure that a current job description of the Executive Director is

developed and reviewed.

2.0 The Board of Directors will determine the limitations of the Executive Director relating to legal and financial situations.

3.0 The Board of Directors will be responsible for evaluating the job performance of the Executive Director on an annual basis.

# Policy 1.19: Executive Director Recruitment

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The Board of Directors of the organization will be responsible for the recruitment, selection and orientation

of the Executive Director.

Procedure:

An Executive Director will be recruited and selected using the following procedures:

1.0 The Board of Directors of the organization will prepare advertisements for external and internal job posting.

2.0 An Ad Hoc Selection Committee of the Board will be formed to review all applications. The

selection committee will appoint a chairperson.

1. All applications will be acknowledged by the chairperson.

4.0 The chairperson of the selection committee will arrange and chair all interviews of selected

candidates.

5.0 Interviews will be conducted, and interview notes will be completed and attached to the respective

application forms.

6.0 The final candidates may (if requested by the Board) be required to make a presentation to the Board of Directors as part of the interview process and prior to the final selection of a candidate.

7.0 The chairperson, upon the approval of the Board of Directors, will make a verbal offer to the

selected candidate outlining the terms of employment. Written confirmation of the offer will be

forwarded to the candidate.

8.0 All pertinent documents will be placed in the payroll/personnel file of the selected candidate.

# SECTION 2: BOARD-EXECUTIVE DIRECTOR RELATIONSHIP

Policy Board

The Board of Directors is comprised of officers including, Chair, Vice-chair, Secretary and Treasure. The Directors duties are outlined in the constitution and bylaws. It is the responsibility of the Board of Directors to work together as the leadership team.

The Board of Directors is accountable to Municipal, Provincial and Federal Governments for ensuring that activities are carried out and all activities funded meet the expected outcomes or program results. The Board of Directors is accountable for the organizations compliance with the reporting requirements prescribed by the Municipal, Provincial and Federal Governments. They are also responsible for all information contained in the reports submitted and should be able to verify the information reported. The Board of Directors is responsible for ensuring that all transfer payments funds provided by Governmental Ministries and Grant Foundations are managed efficiently and in compliance with the contractual agreement.

# Policy 2.1: Board-Executive Director Relationship

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The Board’s sole official connection to the organization, its achievements and conduct will be through the Executive Director.

# Policy 2.2: Unity of Control

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

Only officially passed motions of the Board are binding on the Executive Director. Accordingly:

1.0. Decisions or instructions of individual Directors, officers, or committees are not binding on the Executive Director except in rare instances when the Board has specifically authorized such exercise of authority.

2.0 In the case of Directors or committees requesting information or assistance without Board authorization, the Executive Director can refuse such requests that require, in the Executive Director’s opinion, a material amount of staff time or funds or are disruptive.

3.0 Only the Board acting as a body can employ, terminate, discipline, or change the conditions of employment of the Executive Director.

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# Policy 2.3: Accountability of the Executive Director

Approved: April 7th, 2015

To be reviewed: Annually

Policy:

The Executive Director is the Board’s only link to operational achievement and conduct, so that all authority and accountability of employees and volunteers, as far as the Board is concerned, is considered the authority and accountability of the Executive Director.

1.0 The Board will not give instructions to persons who report directly or indirectly to the Executive Director.

2.0 The Board will refrain from evaluating, either formally or informally, any staff other than the Executive Director.

3.0 The Board will view Executive Director performance as identical to organizational performance, so that organizational accomplishment of Board-stated goals and objectives and compliance with Board-stated Executive Limitations will be viewed as successful Executive Director performance.

# Policy 2.4: Delegation to the Executive Director

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The Board will instruct the Executive Director through written policies which prescribe the organizational goals and objectives to be achieved, and describe organizational situations and actions to be avoided, allowing the Executive Director to use any reasonable interpretation of these policies.

Procedures:

1.0 The Board will direct the Executive Director to achieve specified results through the establishment of policies, and by annually setting performance contracts with the Executive Directors. These policies and performance contracts will be developed systematically from the broadest, most general level to more defined levels.

2.0 The Board will limit the latitude the Executive Director may exercise in practices, methods, and conduct through establishment of Executive Limitations policies. These policies will be developed systematically from the broadest, most general level to more defined levels.

3.0 As long as the Executive Director uses any reasonable interpretation of the Board’s goals and objections and Executive Limitations policies, the Executive Director is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities to achieve stated goals and objectives.

4.0 The Board may change its goals and objectives and its’ Executive Limitations policies, thereby shifting the boundary between Board and Executive Director domains. By so doing the Board changes the latitude of choice given to the Executive Director. But so long as any delegation is in place, the Board and its members will respect and support the Executive Director’s choices. This does not prevent the Board from obtaining information in the delegated areas if it so wishes.

# Policy 2.5: Executive Director Evaluation

Approved: April 7th, 2015

To be reviewed: Annually

Policy:

On an annual basis, the Board of Directors of the Corporation will conduct a performance evaluation of the Executive Director.

Procedures:

1.0 The Board of Directors will consider the following when evaluating the Executive Director of our organization.

Planning and Organizing Skills

a) Develops effective policies, programs and feasibility.

b) Sets objectives and determines methods for evaluating results.

c) Implements programs and evaluates results, adjusting as necessary.

d) Estimates, budgets and allocates resources to maximize results.

e) Understands/sets priorities and meets deadlines.

f) Anticipates and develops plans for future events.

g) Understands and develops concepts, notions and ideas and generalizes from one situation to another.

h) Analyzes problems and puts together diverse ideas from a variety of sources.

I) Presents and discusses ideas and information clearly and concisely, orally and in written form.

Communication Skills

a) Maintains effective ongoing relationship with key stakeholders of the organization.

b) Creates a positive environment within the organization where goals, policies and priorities can be accomplished.

Leadership Skills

a) Adjusts leadership style to respond to the organizational structures and responsibilities of the organization.

Human Resource Management Skills

a) Delegates responsibility and authority appropriately.

b) Gains acceptance and commitment of staff to address the goals of the organization.

c) Reaches sound and timely decisions based on available information.

Decision Making Skills

a) Demonstrates good judgment in recommending solutions.

b) Recognizes when to consult a higher authority.

c) Remains calm and responds to unexpected situations effectively.

d) Takes calculated risks if warranted by situation.

e) Displays a fresh or creative approach to developing useful and original alternatives.

f) Monitors and adjusts to any variance in plans or conditions.

Control

a) Anticipates and responds to potential problems.

b) Monitors and maintains effective control of budget.

c) Functions independently in an uncertain environment

Managing Change and Conflict

a) Represents a set of interests and resolve conflicts concerning such issues as resources, services, facilities and labour relations.

b) Bargains, negotiates, compromises when necessary on a given issue.

# SECTION 3: EXECUTIVE LIMITATIONS:

# Policy 3.1: General Executive Restraint

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The Executive Director shall not cause or allow any practice, activity, decision, or organizational

circumstance, which is either unlawful, imprudent or in violation of commonly accepted business and professional ethics or in contravention of local, Ontario or Federal legislation or regulations.

# Policy 3.2: Financial Conditions and Activities

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

With respect to the actual, ongoing financial condition and activities, the Executive Director shall not cause

or allow the development of fiscal jeopardy or a material deviation of actual expenditures from established Board priorities. Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1.0 Expend more funds than are projected to be received in the fiscal year to date unless the debt guideline (below) is met.

2.0 Borrow more than $20,000.00 on a short-term basis (not to exceed 90 days) to

cover operating expenses; or indebt the organization in an amount greater than can

be repaid by certain, otherwise unencumbered revenues within 90 days.

3.0 Use the restricted reserve fund.

4.0 Allow payroll or debits to be paid in an untimely manner.

5.0 Allow government ordered payments or filings to be overdue or inaccurately filed.

6.0 Make a purchase or commitment for a capital asset costing in excess of $5,000.00 if the cost exceeds by 10% of the amount originally planned.

7.0 Acquire, encumber or dispose of land or buildings.

8.0 Fail to aggressively pursue receivables after a reasonable grace period.

9.0 Allow funds in excess of $125,000.00 to remain in a non-interest-bearing account for more than one month.

10.0 Operate without policies to ensure that capital equipment disposal is handled in a fair and transparent manner.

11.0 Bind the Corporation to commitments over 5 years in length for expenditures exceeding $10,000.00 per year.

# Policy 3.3: Protection of Assets

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The Executive Director shall not allow corporate assets of the organization to be unprotected, inadequately maintained or unnecessarily risked. Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1.0 Fail to carry sufficient insurance against theft and casualty and liability losses for the organization.

2.0 Subject facilities and equipment to improper wear and tear and insufficient maintenance.

3.0 Unnecessarily expose the organization, its Board or staff to claims of liability.

4.0 Make any purchase wherein normally prudent protection has not been given against conflict of interest, or without due consideration to quality, value, after purchase service and consideration of local businesses.

5.0 Fail to protect intellectual property, information and files from loss or significant damage.

6.0 Fail to maintain and enforce internal control policies consistent with Generally Accepted Accounting Principles regarding receiving, processing or disbursing funds.

7.0 Invest funds in investment vehicles prohibited under the Corporation by-laws.

8.0 Invest in unsecure instruments, including uninsured chequing accounts and bonds of less than AA rating at any time, or in non-interest-bearing accounts.

10.0 Allow cheques to be drawn on Corporate accounts that do not bear the signatures of two authorized signors (Board Director and Executive Director).

11.0 Fail to provide external auditors access to all necessary information.

# Policy 3.4: Treatment of Victims/Clients

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The Executive Director shall not cause or allow conditions, procedures, or decisions which are unsafe, unduly undignified, unnecessarily intrusive, that fail to provide adequate confidentiality or privacy of the person or that otherwise jeopardize the quality of care or service to clients or potential clients. Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1.0 Tolerate that a victim be treated any other way than with dignity and compassion.

2.0 Fail to reasonably protect victims from abuse.

3.0 Fail to ensure that services are delivered in a manner sensitive to clients’ culture, spiritual and linguistic characteristics.

4.0 Fail to ensure that the Ontario Human Rights Code and the Child and Family Services Act are upheld.

5.0 Fail to ensure that victim confidentiality is respected and maintained.

6.0 Elicit information for which there is no clear necessity.

7.0 Fail to ensure that informed consent is obtained.

8.0 Fail to provide an appeal process for those who believe they have not been accorded a reasonable interpretation of their rights under this policy.

9.0 Fail to ensure that studies involving clients are done in an ethical manner with appropriate informed consent.

10.0 Fail to ensure that client safety be an organizational priority and goal of all involved in the clients care and support.

11.0 Fail to create a culture of safety within the organization.

# Policy 3.5: Treatment of Staff

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The Executive Director shall not cause or allow working conditions which are unfair, disrespectful or unsafe. Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1.0 Operate without written personnel policies which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.

2.0 Fail to have processes in place to reasonably protect staff and volunteers from verbal or

physical abuse.

3.0 Permit employees, and volunteers to work without adequate orientation to the organization’s policies, procedures, facilities and equipment.

4.0 Operate without sufficient staffing to provide for staff and volunteer safety.

5.0 Permit employees and volunteers to perform their required function without adequate training or evidence of adequate training.

# Policy 3.6: Communication and Support to the Board

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The Executive Director shall not permit the Board to be uninformed or unsupported in its work.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. The ED shall communicate with the Board in a timely and sufficient manner to keep the Board informed and prepared for its work.
2. The ED shall submit monitoring information required by the Board in a timely, accurate, and understandable fashion, directly addressing the Board policies being monitored.
3. The ED shall report and prepare recommendations and suggest corrective action in a timely manner on any actual or anticipated non-compliance with any policy of the Board allowing sufficient time for the Board to consider corrective action.
4. The ED shall keep the Board informed of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in assumptions upon which any board policy has been or is being established.

# Policy 3.7 Communication and Correspondence

Approved: November 27th, 2013

To be reviewed: Annually

Policy:

The management of Victim Services recognizes that communication with the public, partner agencies and the media is critical to raising awareness about victims’ issues.

When utilizing external communication, a key principle shall be the agency’s commitment to the privacy of the people using our services.

Procedure:

To ensure that all correspondence is free from conflict of interest, liability and represents priorities set by the Board of Directors or affects any board governance prerogative, responsibility for all external communication shall rest with the Executive Director, who must approve and assign all requests for public education presentations, correspondence, media, social media and political contact.

The Executive Director and Chair of the Board or his/her designate are the only members of Victim Services who are authorized to speak to the media. Any exceptions will be authorized on an individual basis.

All external communication and correspondence shall be professional, literate and grammatically correct.

All incoming correspondence will be reviewed by the Executive Director for assignment.

All requests for public presentations will receive prior approval from the Executive Director.

# Policy 3.7: Compensation and Benefits

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

With respect to employment, compensation and benefits to employees, consultants, and contract workers the Executive Director may not cause or allow unfair compensation practices, or jeopardy to fiscal integrity or public image.

# Policy 3.8: Emergency Executive Succession

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The Executive Director shall not fail to ensure that there is sufficient organizational capacity for the competent operation of the organization to continue in the event of sudden loss of Executive Director services.

# Policy 3.9: Significant Change of Services

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The Executive Director shall not make extensive changes in services without appropriate consultation. Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1.0 Make the following changes without prior Board approval:

• Changes in the essential nature of a service.

• Change in service that is anticipated to have a major negative impact on a community.

2.0 Fail to consult with affected stakeholders when determining the appropriateness or means for achieving the mission of the organization.

3.0 Fail to meet with stakeholders prior to implementing changes in levels of service to the public.

# Policy 3:10 Business Continuity

Approved: November 27th, 2013

To be reviewed: Annually

Policy:

In the event of business interruption by unforeseen circumstances, Victim Services must be able to continue to provide service to Victims of Crime and Tragedy.

Procedure:

1. All current contact information for Staff, Board of Directors and Volunteers shall be available on hard copy in case of loss of access to computers and cellular telephones.
2. Staff and volunteers will receive training on responding to district-wide disaster and pandemics.
3. Police communications centers will have an up-to-date list of staff and their contact information.

Management will monitor and assess the personal needs and availability of staff and volunteers during a community-wide disaster or crisis

# Policy 3.11: Partnerships

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The Executive Director shall not fail to develop appropriate partnerships to ensure continuity of care and to encourage community involvement and ownership in organizational initiatives, and to maximize efficiency and effectiveness in the use of public resources. Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1.0 Develop collaborative relationships with organizations whose practices are incompatible with the Board’s stated policies.

2.0 Enter into a corporate sponsorship arrangement with any organization whose

principles and products are inconsistent with the achievement of the mission/vision

of the organization.

# Policy 3.12: Public Image

Approved: January 13th, 2011

To be reviewed: Annually

Policy:

The Executive Director shall not endanger the organization’s public image or credibility, particularly in ways that would hinder its accomplishment of mission. Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Permit staff members other than him/herself or designate to act as official spokespersons.

# Serious Occurrence Reporting (SOR) – Summary of

**Timeframe Responsibility**

Immediately Service Provider will:

* Respond to the serious occurrence in a manner consistent with legal and professional duties and obligations.

Within 24 hours Service Provider will:

* Determine if the incident is a serious occurrence to be reported to the Ministry
* Submit SOR (Part 1) to the Regional Office or submit SOR (Part 1 and Part 2) if issue fully resolved within 24 hours.

Within 7 business days Service Provider will:

* Submit SOR (Part 2) to the Regional Office.

Upon Receipt of SOR Regional Office will:

* Acknowledge receipt of SOR.
* Review all information and action taken by the service provider.
* Determine if further Ministry follow-up is required (if so, the Regional Program Consultant will work with the service provider).

# Position Title: Executive Director of Victim Services

**Location: Hastings, Prince Edward, Lennox & Addington Counties**

**Position Summary:**

Under the general direction of the Victim Services Board of Directors, the Executive Director is responsible for the operation of the 24-hour Victim Services serving the jurisdiction of Hastings, Prince Edward, and Lennox & Addington Counties. Accomplished by effectively managing and monitoring the delivery of the program and supporting the enhancement of social justice through providing direct assistance to victims of crime, tragic circumstance and or disaster referred to the service by police, emergency services, and community agencies. Ensuring the adherence to applicable legislation, regulation, in accordance with ministerial guidelines, policies and procedures of Victim Services.

The Executive Director is required to represent the organization to police, emergency services, community agencies and the community at large. This position requires an energetic individual who posse’s excellent communication skills and the ability to deal with high stress, and crisis incidents.

Note: Possess a reliable vehicle, valid driver’s license, vehicle insurance and up to date CPIC check.

**Direct Service Responsibilities:**

1. Develops, coordinates and implements the delivery of specific services/initiatives, in Counties of Hastings, Prince Edward, Lennox & Addington in accordance with mandate, procedures and guidelines developed by the Ministry of the Attorney General.
2. Manages Human Resources by recruiting, training, supervising and assisting employees.
3. Maintains efficient, effective and timely delivery of programs, initiatives, and services.
4. Prepares and monitors program specific budgets and provides the necessary support for on-going financial operations.
5. Educates Emergency Services and other community partners in the use of the Victim Services program; liaising with local emergency services to identify their on-going needs; keeping services up to date on any changes to procedure.
6. Tailor or revise the delivery of victim services based on local needs/resources.
7. Ensures excellent customer service and quality management.
8. Liaising with local programs, police, emergency services and social service agencies in order to promote the program, exchange information and establish and maintain cooperative alliances and partnerships.
9. Works with the Board of Directors to determine how best to serve the needs of the community through a volunteer based service and ensures that proportional representation of diverse populations are met; by identifying gaps in community provision of services; by advocating for development and/or expansion of services relative to pertinent victim needs (e.g. aboriginal or other diverse populations).
10. Ensures that the Ministry of the Attorney General’s mandate regarding recruitment, screening, and training of new volunteers is met. Maintain a volunteer base sufficient to respond to requests for assistance 24 hours a day, 7 days per week. Training must follow the minimum standards set by the Ontario Ministry of the Attorney General.
11. Evaluating staff performance and personal suitability.
12. Reviews comprehensive statistics as compiled by local police to ascertain volunteer training requirements.
13. Providing accurate and comprehensive statistics as required by the Regional Coordinator and prepares written status reports as requested.
14. Providing client contact and police activity reports on a monthly basis to the Board of Directors, assuring accuracy, reliability and assessment of impact of intervention for victim.
15. Assures adequate volunteer availability to respond to requests for assistance around the clock.
16. Supervises and monitors the work of the Program staff. Evaluates staff performance and identifies opportunities for occupational development and reports unresolved or contentious issues to the Board of Directors.
17. Works cooperatively, as part of a team, with the Board of Directors, Police, emergency services, support staff, volunteers and community representatives.

**OTHER DUTIES AND RESPONSIBILITIES:**

1. Assures volunteers and staff have continual back up for direction and supervision, providing moral support, debriefing and encouragement should they require/request assistance following a particularly traumatic or contentious crisis intervention. Ensures a tracking system, is maintained, to assure volunteers safety when en route to/from calls for service.
2. Responds personally to the scene to assist Emergency services and/or volunteers in difficulty or to provide direction in large-scale emergency situations (e.g. major fire disasters, multiple victims)
3. Checks volunteer and staff expense claims and receipts for travel/food to ensure compliance with guidelines and accuracy. Approves all invoices, expense claims, cheques, credit card purchased and bank card purchases/internet transactions.
4. Notes discrepancies, on volunteer or staff expenses claim forms, and when contentious, forwards to the Board of Directors.

**POSITION REQUIREMENTS:**

1. Three to five years experience as a Manager in the social services field.
2. Knowledge of victim issues generally acquired through a Degree in social work, psychology or related programs &/or related experience
3. Demonstrated experience/education as a crisis intervention worker
4. Thorough knowledge of budget process, grant applications, human resources, volunteer management, and volunteer experience.
5. Sound knowledge of the justice system and awareness around victimization issues
6. Good oral and written communication skills and ability to present information to large and small groups in accordance with the principles of adult education
7. Strong interpersonal skills and ability to maintain good working relationships with community services, volunteers, staff and a broad range of social service providers
8. Ability to maintain strict confidentiality around all issues regarding calls for service to victims, information shared in volunteer training/debriefing and information about the organization, S volunteers and staff members
9. Experience/ability in organizing, training and managing staff and volunteers from diverse and varied backgrounds high level of commitment and energy, supervisory ability or experience, willingness to work flexible hours, computer literacy.

# Office Manager

Under the general direction of The Executive Director, the Office Manager must demonstrate a high level of commitment and energy to oversee a complex and demanding program. They must have the skills and experience to remain professional in crisis situations. Good communication skills and strong interpersonal skills as well as the ability to maintain good working relationships with emergency services, volunteers and a broad range of social service providers. Total confidentially maintained at all times. Experience with an ability to organize, train and manage volunteers. Must know office procedures and ability in organizing and preparing a variety of materials. Computer knowledge is essential.

**Duties & Responsibilities**:

* Respond to a variety of telephone inquiries from community agencies and services, the local government, emergency service and the public. To provide information regarding the nature of Victim Services, and explain the role of volunteers, as well as how to apply, to become a volunteer.
* Review and log incoming and outgoing mail, then forward as appropriate.
* Organize office supplies and monitor use and identify need for additional supplies.
* Assisting in the preparation and delivery of promotional or public awareness materials.
* Assisting in the organization of appreciation and /or award functions.
* Draft routine correspondence on own initiative or from brief verbal or written notes from Executive Director or external correspondence.
* Composing routine correspondence, statistics, incident reports, minutes, agendas, expense claims, attendance and personal material.
* Processing new volunteer applications by responding to enquires, distributing and handling applications, opening files, arranging appointments, and ensuring documentation is complete.
* Opening and maintaining secure filing system for office, including client, volunteer, administrative and program related files as appropriate.
* Maintaining volunteer roster and keeping phone/mailing lists up to date.
* Maintaining 24-hour volunteer schedule, during office hours, finding replacements when scheduled volunteers are unavailable.
* Establish and maintain a positive line of communication with the volunteer core.
* May be requested to respond to calls from clients, police, fire and /or regional ambulance personnel requesting services, recording appropriate information, contacting and dispatching volunteers to location after providing relevant information regarding crisis situation.
* Taking messages for the Executive Director, maintaining knowledge of their schedule and whereabouts and contacting when out of the office if urgent situation arises.
* Submits to the Executive Director an independent performance report on the team leader(s) which shall be reviewed and in conjunction with the Executive Director’s report, will comprise the yearly performance report.
* Other duties, as assigned by the Executive Director.

**Education & Qualifications:**

* The Coordinator must possess a thorough knowledge of victims’ issues and demonstrate experience as a front-line crisis intervention worker.
* Demonstrated team development; coordination skills; creativity and initiative in maintaining program and services to meet community and volunteer needs.
* Experience in a supervisory position is required.
* A college diploma in a Social Services field or equivalent experience is essential.
* Proficient computer skills including Windows, Microsoft office and Excel.
* Excellent oral and written communication skills are essential.
* A current and valid driver’s license and insurance is mandatory.

# Victim Services Worker

Under the general direction of The Executive Director, the Victim Services Social Worker must demonstrate a high level of commitment and energy to oversee a complex and demanding program. The Social Worker must have the skills and experience to remain professional in crisis situations. Good communication skills and strong interpersonal skills as well as the ability to maintain good working relationships with emergency services, victims of crime and a broad range of social service providers. Total confidentially must always be maintained. Must have experience with an ability to be organized, manage caseloads of crime victims and respond to crisis situations. Must understand office procedures and the ability to organize and prepare a variety of materials. Computer knowledge is essential.

**Duties & Responsibilities**:

* Respond to a variety of telephone inquiries from community agencies and services, the local government, emergency service and the public. To provide information regarding the nature of Victim Services program, and explain the role of disbursement of funds, as well as how to apply, to receive financial compensation.
* Review and log incoming and outgoing mail, then forward as appropriate.
* Organize office supplies and monitor use and identify need for additional supplies.
* Assisting in the preparation and delivery of promotional or public awareness materials.
* Assisting in the organization of appreciation and /or award functions.
* Attend staff meetings, volunteer meetings and professional development events, as requested.
* Draft routine correspondence on own initiative or from brief verbal or written notes from Executive Director or external correspondence.
* Composing Ministry required correspondence, statistics, incident reports, expense claims, attendance and personal materials.
* Processing new client applications by responding to enquires, traveling to meet clients, distributing and handling applications, opening files, arranging appointments, and ensuring documentation is complete.
* Opening and maintaining secure filing system for office, including client, volunteer, administrative and program related files as appropriate.
* Establish and maintain a positive line of communication with the clients, staff and volunteer core.
* The Victim Services Social Worker is available Monday to Friday to provide direct service to victims during working hours, as requested.
* May be requested to respond to calls from Victim Services staff, clients, police, fire and /or regional ambulance personnel requesting services, recording appropriate information, contacting and dispatching volunteers to location after providing relevant information regarding crisis.
* This will be accomplished by a paging service or phone contact, by which the Victim Services Social Worker is responsible to be on a rotational contact, with other Victim Services Team Leaders.
* The hours of on call duties are Monday to Friday, 6 p.m. to 8 a.m. and Saturday and Sunday, 24-hour period.
* Victim Services Social Worker will be required to maintain paging duties for Victim Services Executive Assistant when requested. Hours of duties are 8 a.m. to 6 p.m. Monday to Friday.
* Submits to the Executive Director an independent performance report, which shall be reviewed and in conjunction with the Executive Director’s report, will comprise the yearly performance report.
* Works cooperatively with Board of Directors.
* Other duties, as assigned by the Executive Director.

# Support Link & Mobile Tracking System Coordinator

The Support Link program was designed to enhance the personal safety of individuals identified as potentially at high risk of domestic violence, sexual assault, and/or stalking. The Support Link program has three main components to provide the client with a pre-programmed cell phone to access 911; the development of a personal safety plan; and ongoing support of the client providing referrals to community resources.

**Education & Qualifications:**

* College or University degree/diploma in Social Work, Psychology or related programs of study.
* Experience and education as a crisis intervention worker.
* Sound knowledge of the justice system and awareness around victimization issues.
* Proficiency with computer operations, specifically Access and program database systems.
* Demonstrated ability to function independently and be self-directed to think critically and problem solve effectively.
* Demonstrated capacity to deliver culturally sensitive and appropriate client care.
* Community resource knowledge is essential.
* Accreditation of Victim Services Program in accordance with the Ministry of the Attorney General Training Standards or commitment to complete accreditation process in the next training session.
* Current valid driver’s license and Insurance is mandatory.
* Submit to a yearly Criminal records check.
* Ability to travel to meet client in Hastings, Prince Edward, Lennox and Addington Counties.

Under the general direction of The Executive Director, the Victim Services DVERS Coordinator must demonstrate a high level of commitment and energy to oversee a complex and demanding program. The DVERS Coordinator must have the skills and experience to remain professional in crisis situations. Good communication skills and strong interpersonal skills as well as the ability to maintain good working relationships with emergency services, victims of crime and a broad range of social service providers. Total confidentially must always be maintained. Must have experience with an ability to be organized, manage caseloads of crime victims and respond to crisis situations. Must understand office procedures and the ability to organize and prepare a variety of materials. Computer knowledge is essential.

**Duties & Responsibilities**:

* Respond to a variety of telephone inquiries from community agencies and services, the local government, emergency service and the public. To provide information regarding the nature of DVERS program.
* Review and log incoming and outgoing mail, then forward as appropriate.
* Organize office supplies and monitor use and identify need for additional supplies.
* Assisting in the preparation and delivery of promotional or public awareness materials.
* Assisting in the organization of appreciation and /or award functions.
* Attend staff meetings, volunteer meetings and professional development events, as requested.
* Draft routine correspondence on own initiative or from brief verbal or written notes from Executive Director or external correspondence.
* Composing Ministry of the Attorney General and Ontario Trillium Foundation Grant, required correspondence, statistics, incident reports, expense claims, attendance and personal materials.
* Processing new client applications by responding to enquires, traveling to meet clients, distributing and handling DVERS alarm systems, opening files, arranging appointments, and ensuring documentation is complete.
* Opening and maintaining secure filing system for office, including client, volunteer, administrative and program related files as appropriate.
* Establish and maintain a positive line of communication with the clients, staff and volunteer core.
* The Victim Services DVERS Coordinator is available Monday to Friday to provide direct service to victims during working hours, as requested.
* May be requested to respond to calls from Victim Services staff, clients, police, fire and /or regional ambulance personnel requesting services, recording appropriate information, contacting and dispatching volunteers to location after providing relevant information regarding crisis.
* This will be accomplished by a paging service or phone contact, by which the Victim Services DVERS Coordinator is responsible to be on a rotational contact, with other Victim Services Team Leaders.
* The hours of on call duties are Monday to Friday, 6 p.m. to 8 a.m. and Saturday and Sunday, 24-hour period.
* Victim Services DVERS Coordinator will be required to maintain paging duties for Victim Services Executive Assistant when requested. Hours of duties are 8 a.m. to 6 p.m. Monday to Friday.
* Submits to the Executive Director an independent performance report, which shall be reviewed and in conjunction with the Executive Director’s report, will comprise the yearly performance report.
* Works cooperatively with Board of Directors.
* Other duties, as assigned by the Executive Director.

# Social Media Job Description

As a Social Media Specialist, you will be responsible for link building and socialization of Victim Services online content. Familiarity with the internet, social media sites, search engines, discussion boards, blogs, video sharing sites and podcasting is an asset but a willingness to learn is essential. You must possess excellent written and verbal communication skills in order to write and edit high quality content. A background in interactive marketing or public relations is considered a plus. The ability to find solutions in order to generate measurable results for Victim Services is necessary as well as the generation of reports on those efforts.

The employee must be able to think strategically and be willing and able to implement programs and maintain social media initiatives in a professional service context; respectful of victims of crime and tragic circumstance.

**Job Accountabilities:**

* Contribute strategy, provide solutions and proactively introduce new ideas to Victim Services Media initiatives
* Develop online outreach strategy
* Work with community partners and Victim Services employee’s to identify the most appropriate blogs
* Establish relationship with key bloggers
* Monitor social networks for potential threats or opportunities
* Conduct online research to identify Web sites and online influencers for outreach
* Conduct one-to-one outreach to site editors, writers, and other influencers
* Develop and manage online strategic partnerships for Victim Services with the ability to create working relationships across multiple disciplines
* Create a comprehensive social media strategy to define programs that use social media marketing techniques to increase visibility and membership across all Victim Services streams.
* Monitor trends in social medial tools, trends in applications and appropriately apply that knowledge to increasing the use of social media at Victim Services.
* Ability to contribute individually, lead and participate in cross-functional teams
* Ability to synthesize large amount of data into actionable information
* Excellent verbal and written communication skills

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| Bail Notification Worker **Job Accountability:**  The Victim Services of Hastings, Prince Edward, Lennox & Addington Counties is seeking a dedicated individual to provide a full range of services to victim of violent crime. The coordinator will develop an integrated system to improve bail notifications for victims, will provide safety assessments, and develop a best practices approach and process for victims with community key stakeholders. The coordinator must be able to provide emotional support and referrals, and to participate in stakeholder networks and public education meetings. Your duties will include providing information/support/assistance to clients; managing/coordinating assigned high volume of cases; acting as a liaison/maintaining networks to advocate the needs/interests of clients; participating in projects, committees, public education activities; preparing statistical reports. |
| **Qualifications:**   * The successful candidate will possess a degree or diploma in social services, psychology or a related field. * Minimum 3-5 years senior management experience in the non-profit sector. * Proficiency in English; experience in and knowledge of victims` issues, criminal justice system; proven skills and ability in providing services that meet the needs of client’s victims of violent crime (e.g. victims of domestic violence, sexual assault, child abuse, homicide); * analytical and problem-solving skills; * excellent communication, interpersonal/teamwork skills; * superior organizational, planning and case management skills; * proficiency with computer operations to work with program database systems; * submit to a criminal records check, * valid driver`s license to travel within the service area. |

# Team Leader Position

1. Terms of Position and Duties:
   1. To respond to requests for assistance and consultation made by emergency service personnel (e.g. police, fire and ambulance) or to concerns raised by these service providers.
   2. To ensure volunteers are contacted to respond to requests for assistance and to dispatch volunteers as appropriate to the circumstances.
   3. If an immediate, physical presence is not required, the relief supervisor shall provide appropriate assistance to the victim via telephone if requested.
   4. To respond to any emergency situations requiring immediate attention and to advise either the Victim Services Executive Director or Coordinator as appropriate.
   5. To prepare and maintain a record of each shift’s activities. Such a record shall be in point form and shall include the time and nature of the telephone calls received, assistance provided, volunteers dispatched, etc.
   6. To provide the Victim Services office with timely reports (verbal and written) of activities; information about any problems encountered with volunteers, emergency service personnel or victims, and information needed for follow-up service to the victims. This is to occur the next business day.
   7. To provide consultation to volunteers in respect to any information, advice or direction needed by them to provide appropriate crisis assistance to victims.
2. To participate in the volunteer training as requested, including interviews and/or training sessions.
3. Attend team meetings with the Executive Director and/or Coordinator, as required.
4. Attend all volunteer meetings.
5. The first 3 months of involvement shall be considered a probationary period unless extended by Victim Services. Review of position shall be at the 3-month time period and yearly thereafter. While on probation there shall be no financial allowance.
6. Hours for Team Leader:

The Team Leader is to maintain availability to respond to calls for consultation and assistance during each shift by carrying a pager, cellular phone or remaining available to his/ her telephone.

* 1. Shifts are one week in duration, commencing on the Monday at 6:00 pm and ending the following Monday at 8:00 am. The relief shift runs from 6:00 pm to 8:00 am (overnight) and from 6:00 pm Friday evening to 8:00 am Monday morning. Shifts will be rotated on a weekly basis.

1. The Team Leader is to provide the Executive Director or Coordinator with one month's notice of any anticipated absence.
   1. The Team Leader is entitled to two weeks per year, unpaid allowance.
2. Remuneration
   1. The allowance paid to you is based on a reasonable per-kilometer rate that we consider reasonable, it is **not** **taxable**. We do not deduct income tax, CPP contributions, or EI premiums. You are a volunteer, who has taken on a supervisory position within our organization, position title TEAM LEADER. You are not an employee of Victim Services.
   2. The daily reasonable allowance rate for the Team Leader position shall be $25.00 per shift.
   3. The allowance rate for statutory holidays will be, $37.50 for the day shift, start time
3. 8 a.m. ending at 6 p.m. The evening allowance rate for statutory holidays is $25.00, start time 6 p.m. ending at 8 a.m.
4. Statutory holidays are as follows:

New Year's Day Good Friday

Easter Monday Victoria Day

Canada Day Civic Holiday (August)

Labour Day Thanksgiving Day

Remembrance Day Christmas Day

Boxing Day Family Day

1. Any reasonable expenses incurred by the Team Leader, in the performance of their position (e.g. pager batteries, long distance telephone calls, etc.) will be reimbursed by Victim Services in a timely fashion.
2. A training allowance (up to a maximum of $200.00) will be established for each Team Leader, to enable them to partake in professional development relevant to their work with Victim Services. Any courses requested are subject to approval by the Executive Director.
3. It is understood and agreed that there is no vacation entitlement, no health benefits, no lieu time, no statutory holiday pay or bereavement leave with pay.
4. Use of Automobile:

The Team Leader warrants and represents that he/she has and shall always maintain a valid Ontario driver’s license, that his/her personal automobile is available for use in during hours of on-call position.

1. Consent to Disclose of Personal Information
2. Team Leader will consent to full disclosure of police and criminal records check to Victim Services and hereby release Victim Services, The Ontario Provincial Police and any other Police authority from any liability for such disclosure.
3. Confidentiality of Information:

The Team Leader shall not disclose to anyone outside the employ of Victim Services without written permission of Victim Services, any aspect of Victim Services business or that of Victim Services clients, except as required in the course of exercising the duties and responsibilities of the position. This agreement will continue to restrict the Team Leader of disclosure of such information after the termination from the position.

1. After termination of the Team Leader position, Victim Services information, materials and any property, which may subsequently be in the Team Leaders possession, will be returned to the Victim Services office.
   1. Termination of Team Leader Position
   2. Victim Services may terminate the team leader position at any time and without notice for cause. Upon such termination this agreement shall be deemed terminated.
   3. In addition, the agreement with the Team Leader may be terminated by Victim Services or the Team Leader in one of the following ways:

* The Team Leader may terminate this agreement any time upon giving (1) month written notice to Victim Services.
* Where cause is not alleged, Victim Services may terminate this agreement at any time upon giving the team leader written notice pursuant to the applicable provisions of the Employment Standards Act.
* Upon the failure of the Team Leader to perform services as hereinbefore specified without the approval of Victim Services and such acts shall be considered cause and this agreement terminates immediately.
* In the event of acts of willful negligence or disobedience by the Team Leader resulting in injury or damages to Victim Services, such an act shall be considered cause and this agreement terminates immediately.