

[SAMPLE] Behaviour-Based Follow-Up Table

Community Living Standards Follow-Up

This section outlines behaviours which are considered inappropriate in [Program Name/Type] and may result in follow-up by [MU] Staff. These Community Living Standards are in place to ensure your safety and well-being, as well as the safety and wellbeing of others staying and working here too. Our expectation is that you do not involve yourself in any activity which negatively affects yourself or others in the community. By admitting yourself to The Salvation Army [MU], you agree to abide by this expectation. You can anticipate that your behavior while staying here will generally be handled according to the following guidelines.

The chart describes the Follow-Up process under usual circumstances. Each incident is unique though and will be evaluated independently, on a case by case basis. [MU] staff reserve the right to address issues not listed here and/or to handle them differently. In some cases, and depending on the seriousness of the behavior, The Salvation Army may decide instead to call the police.

The table lists the first three steps on an escalating scale. If a given set of incidents exceeds the scale shown here, discharge from the program will likely follow.

If you have questions about what is included in this section, consult your Case Worker or the Program Manager; they can interpret the standards and help you understand them.

[MU to edit behaviours/infractions as needed. All infractions should be behavior-based and responses should be outlined on a sliding scale, depending on circumstances, seriousness, and recidivism.]



Follow-Up Table

Behaviour	Description	Response Range
Alcohol & Drug Use	Intoxicants, containers and/or paraphernalia found conspicuously on premises	Meeting with Case Worker Meeting with Program Manager Written warning
	Client observed consuming intoxicants on site	Meeting with Case Worker Written warning On notice Discharged
	Evidence of client buying/selling intoxicants	On notice Discharged
	Over-intoxication or overdose	Emergency Services called Meeting with Caseworker Written warning
	Causing a disturbance, behaving aggressively toward staff and/other clients due to the influence of intoxicants	Meeting with Case Worker Written warning Discharged
Compromising the Safety of Others	Utilizing discriminatory (e.g. racist, sexist, homophobic) or threatening language either verbally, electronically, or in writing towards other clients or staff members.	Meeting with Case Worker On notice Discharged*
	Engaging in physical behavior that is threatening to others (e.g. harassment, sexual harassment/assault, other violent behavior).	Meeting with Case Worker On notice Discharged *



Damage to Property	Intentional damage to program property (e.g. furniture/appliances, walls).	Meeting with Case Worker Meeting with Program Manager Written warning
	Intentional damage to other clients' personal property.	Meeting with Case Worker Written warning On notice
Dangerous Activity	Any activities that are criminal/illegal.	On notice Discharged*
Flames	Open flames (e.g. candles, incense) in common areas inside and outside the building (e.g. garden).	Meeting with Case Worker Meeting with Program Manager Written warning
	Open flames are used to cause harm to others and/or damage property (e.g. burn another client or building property).	On notice Discharged*
Making Noise	Failure to abide by designated quiet hours (e.g. playing music).	Meeting with Case Worker Written warning
	Making excessive and disturbing noise on a regular/constant basis.	Meeting with Program Manager Written warning On notice
Other inappropriate behaviour	Any intentional or careless behaviour(s) that poses a threat to the well-being, security, and/or safety of any individual in the building (e.g. staff, clients, guests) (e.g. opening door to unfamiliar individuals, lacking respect for staff and clients' personal boundaries such as hugging, touching).	Meeting with Case Worker Meeting with Program Manager Written warning On notice



Poor Care of Pets	Authorized pets are not groomed and/or defecate/urinate inside the building and client fails to immediately clean.	Meeting with Case Worker Meeting with Program Manager Written warning
	Authorized pets are left unattended and enter unauthorized spaces (e.g. other clients' units).	Meeting with Case Worker Written warning On notice
Accessing Prohibited Areas	Accessing unauthorized, staff-only areas (e.g. roof, area behind reception desk, staff lounge, storage areas, etc.).	Meeting with Case Worker Written warning On notice
	Accessing other clients' unit(s) without consent or authorization from the occupant(s).	Meeting with Program Manager On notice Discharged
Removal of Salvation Army Property	Removing furniture or other property belonging to The Salvation Army (e.g. common areas, kitchen) out of the building.	Meeting with Program Manager On notice Discharged
Smoking/Vaping	Smoking in non-designated areas (e.g. inside), including use of pipes or other smoking/vaping devices.	Meeting with Case Worker Written warning On notice
	Impacting other clients' safety and/or creating a fire hazard due to smoking practices (e.g. throwing out lit cigarettes)	Meeting with Program Manager Written warning On notice



Tampering with Fire/Security/Fire Equipment	Not evacuating building during an emergency (e.g. fire alarm)	Meeting with Case Worker Meeting with Program Manager Written warning
	Interfering with (e.g. covering, disconnecting), damaging, and/or improperly activating or utilizing security/fire equipment (e.g. activating fire alarm in non-emergency situations)	Meeting with Program Manager On notice Discharged
Theft	Unauthorized possession (stealing) of property belonging to other clients and/or staff	Meeting with Case Worker Written warning On notice
	Selling or lending other clients/staff's property without authorization	Written warning Discharged
Throwing or Falling objects	Throwing, expelling, knocking, or dropping items from elevated spaces (e.g. windows, balcony, staircase) or anywhere within building, with the intention of damaging property but without intention of harming others.	Meeting with Case Manager Meeting with Program Manager On notice
	Throwing, expelling, knocking, or dropping items from elevated spaces (e.g. windows, balcony, staircase) or anywhere within building to intentionally harm others	On notice Discharged*
Vandalism	Encouraging or intentionally being present during vandalism (i.e. malicious destruction of property in/around the facility).	Meeting with Case Worker Meeting with Program Manager Written warning
	Committing malicious or careless destruction of property in/around the facility.	Meeting with Program Manager On notice Discharged



Violence/Physical Aggression	Witnessing an act of violence, physical aggression and/or assault within the building and failing to report it.	Meeting with Case Worker Meeting with Program Manager
	Participation in any act(s) of violence, physical aggression, and/or assault on Salvation Army property.	On notice Discharged*
Weapons	Weapons or other hazardous materials (e.g. firearm, knives) found on premises.	Meeting with Case Worker On notice Discharged*
	Weapons or other hazardous materials utilized in a non-threatening manner (e.g. possession, carrying around facility)	Meeting with Program Manager On notice Discharged*
	Weapons or other hazardous materials utilized in a threatening or aggressive manner.	Discharged*



Range of Possible Responses/Follow-Up Options

Meeting with Case Worker	The Client's conduct has come to the attention of staff and/or others in the program. The behavior has been identified as inappropriate for the Emergency Shelter program's community living setting. Clients will be required to meet with their Case Worker to discuss and address the incident/behavior, attempting to resolve any underlying issues.
Meeting with Program Manager	The Client's conduct has come to the attention of staff and/or others in the program. The behavior has been identified as inappropriate for the Emergency Shelter program's community living setting. Clients will be required to meet with the Program Manager to discuss and address the incident/behavior, attempting to resolve any underlying issues.
Written Warning	The Client's conduct has come to the attention of staff and/or others in the program. This behavior has negatively impacted the community and/or the client themselves. The assignment of certain natural consequences is possible.
On notice	The Client continues to engage in conduct that is not fit for the Emergency Shelter Program and its community living setting. Client & Case Worker re-assess the suitability of the Emergency Shelter program to client needs, adjust supports/expectations to help client succeed.
Discharged	The Client's conduct has been identified as dangerous, illegal, or otherwise impacting severely the safety and/or stability of others in the Emergency Shelter community. Where appropriate, staff work to arrange an appropriate referral and set move-out date.
Discharged*	Where the 'Discharge' response is accompanied by a (*), The Salvation Army may decide to involve law enforcement in their response, depending on the nature of the behavior/harm/damage.



Feedback, Complaint & Appeal Processes

[MU name] regularly gathers client feedback to inform planning and decision making. [State method for receiving feedback].

Complaints and other concerns will be respectfully received by Salvation Army staff. We understand such feedback as a potential source of helpful and necessary information about how we provide service. The successful resolution of a concern can lead to improvements in the quality of our program and may benefit our community.

Clients, guests, and members of the public have the right to make a complaint or appeal a decision to [MU name].

Complaints or appeals should be submitted in writing [using the complaint form].

Staff may assist as the recorder (writer), but the recorder will not be the person towards/about whom the complaint is being made.

The complaint will be forwarded in a timely manner to the appropriate member of management for review.

The Executive Director will receive a copy of all complaints/appeals.

The investigation will be conducted within 2-3 business days.

Decisions or outcomes resulting from the complaint/appeal will be communicated to the client and staff concerned.

If the complaint/appeal is not resolved at this stage, the client may re-direct their complaint/appeal to the Executive Director and/or the The Salvation Army's Divisional Headquarters [include DHQ contact information].

Clients may also access The Salvation Army's territorial complaint policy and feedback form here: <https://www.salvationarmy.ca/why-us/accountability/complaints-policy/>

