***The Salvation Army – London Village***

***Human Resources – Policies and Procedures***

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***Section Human Resources***

# Introduction - Preamble

**Approved Date: February 10, 2003**

**Review Date: November 2016**

### *PREAMBLE*

The purpose of this Human Resources Policies and Procedures Manual is to provide a guideline to ensure that the respective rights and responsibilities of the employer and employees are clearly defined.

All employees will be orientated to the organization’s Human Resources Policies and Procedures upon commencement of employment. Particular care has been taken to include all relevant policies and procedures and to outline these in enough detail to make them understandable and workable. Questions of interpretation should be directed to your immediate supervisor, Program Director, or Executive Director.

Every employee will be required to sign a statement indicating that they have read, understand select policies and are familiar with the remainder information in the Operational Manual Policies and Procedures of The Salvation Army London Village.

Ongoing review and revision of this manual will be the responsibility of the Executive Director, and the Management Team. Any new or revised policies/procedures will be communicated promptly to all employees.

***Section Human Resources***

# Introduction – The London Village Mission Statement

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***The Salvation Army London Village***

***Our Mission***

The Salvation Army London Village is a Christian Community dedicated to providing support to families through:

Child Care Programs for children from birth to 12 years

Respite Programs for children and adults with intellectual disabilities

Adult Day Programs for adults with Alzheimer Disease or related dementias

***Our Vision***

The Salvation Army London Village is a valuable partner and recognized leader in providing excellence in care, while respecting individual needs.

***We Believe in…***

* Celebrating and respecting diversity
* Fostering strong community partnerships
* Providing safe, nurturing environments
* Supporting choices and valuing beliefs
* Respecting individual faith
* Ongoing evaluation & improvement to the services we provide

***Section Human Resources***

# Introduction - Philosophy

**Approved Date: February 10, 2003**

**Review Date: November 2016**

### *Purpose*

The purpose of this policy is to outline the philosophy of human resource management for all employees of The Salvation Army London Village.

***Policy***

The Salvation Army’s mission focuses on sharing the love of Jesus Christ, meeting human needs and being a transforming influence in the communities of our world. The Salvation Army London Village believes success in this mission depends on the collective efforts of a diverse workforce made up of individuals committed to excellence in service and performance. In keeping with this commitment, The Salvation Army London Village establishes guidelines for policy formulation and administration which:

* emphasizes the integrity of The Salvation Army London Village community through a unified effort;
* supports and promotes individual development for the betterment of the community;
* recognizes individual contribution at all levels and appreciates innovative efforts and accomplishments; and
* encourages open communication and shared stakeholding to accomplish the mission.

The Salvation Army London Village takes pride in its tradition of providing exceptional services to people in our community in an enriching, caring and equitable manner. The Human Resources policies share this foundation for a mutually supportive environment distinguished by equal opportunity and sound business practices.

From time to time it will be necessary to change these policies to reflect changes in the workforce, employment trends, economic conditions and provincial and federal legislation. However, any changes in policy will be consistent with The Salvation Army’s approach to:

* employ talented individuals whose compassion, creativity and work ethic will support and contribute to achieving The Salvation Army’s mission;
* communicate Salvation Army London Village standards and expectations;
* value diversity;
* assure equal employment opportunity in an employee-friendly workplace where relationships are based on mutual respect;
* treat all staff, students and volunteers in a professional, non-discriminatory manner;
* provide safe, effective working conditions and accommodations;
* provide ongoing evaluation, goal setting, training and development; and
* provide competitive salaries and benefits.

***Section Human Resources***

# Introduction – Definition Of Terms

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

The purpose of this policy is to standardize terminology and to ensure that there is a common understanding of our references among all employees.

***Policy***

* Definition of term **“Employee”**

An employee is any individual in the organization whose work and/or services are under the direct control of the organization and who regularly receives compensation for such services.

* Definition of term **“Executive Director”**

The Executive Director is the individual who has the authority to effectively direct, control and evaluate assigned resources, including employees, funds, materials and equipment.

* Definition of the term **“Program Director”**

The Program Director is the individual who is responsible for the oversight of a particular program(s) or department, with specific responsibility for budgets and human resources. The Program Director reports directly to the Executive Director.

* Definition of the term **“Manager”**

Manager refers to the individual who is responsible for a particular function within the organization and has expertise in the designated area.

* Definition of the term **“Management Team”**

Management Team refers to the group of people who are directly responsible and accountable for the overall operation of the organization. This group includes the Executive Director, Program Directors, and Managers.

* Definition of the term **“Team Leader/Program Supervisor”**

The Team Leader or Program Supervisor is the individual who is responsible for a specific program, or team of staff. The Team Leader or Program Supervisor reports directly to their Program Director.

* Definition of the term **“Support Staff”**

The term “support staff” refers to employees whose primary focus is directly supporting the participants in our programs.

* Definition of the term **“Probationary Employee”**

A probationary employee is one who is newly hired to the organization and/or position. All new employees shall begin their employment with a specified probationary period determined by the organization. During this time, an employee will be considered as being employed on a trial basis.

* Definition of the term **“Full-Time Employee”**

A full-time employee is a permanent employee who has completed his/her probationary period and works a minimum of 25 regularly scheduled hours weekly. These employees are eligible for all employee benefits unless otherwise stated.

* Definition of the term **“Part-Time Employee”**

A part-time employee is a permanent employee who has completed his/her probationary period and works less than 25 regularly scheduled hours weekly. These employees are eligible for benefits as per policy.

* Definition of the term **“Relief/Casual Employee”**

An individual who is employed on an occasional basis or on an as needed basis. Relief/Casual employees will be entitled to compensation for time so worked. Vacation and statutory allowances will be made according to existing legislation.

* Definition of the term **“Contractual Employee”**

A contractual employee is one who is hired for a pre-arranged period of time, or for a specific task or unit of work. The conditions or terms of the employment arrangement will include hours of work and vacation/statutory allowances in compliance with existing legislation.

***Section Human Resources***

# Mission Statement Awareness

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure the community and our funding partners are aware of the Mission Statement of The Salvation Army and the London Village.

***Policy***

The Territorial and/or London Village Mission Statement will be included on all funding proposals.

***Section Human Resources***

# Changes And Review Of Policies And Procedures

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To communicate to employees any new or revised policies and procedures prior to implementation.

***Policy***

Employees will be notified upon establishment of any new policies and procedures and/or any revisions to existing policies and procedures.

***Procedure***

* The Management Team will be responsible for ensuring policies and procedures are current and meet all legislated requirements and The Salvation Army standards.
* The Management Team will make the necessary changes/revisions to policies and procedures and/or draft new policies and procedures as required.
* Employees will be given the opportunity to provide feedback as appropriate.
* The revised copy of the policy and procedure and/or the new policy and procedure will be inserted in the Policy and Procedure Manual in the appropriate section.
* All employees will be notified and/or educated regarding the revisions and/or new policy/procedure.
* The Policy and Procedure Manual will be reviewed every three years.

***Section Human Resources***

# Recruitment And Selection - Employment Equity

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure fairness and equity in all areas of employment for all qualified persons, regardless of race, ancestry, place of origin, ethnic origin, colour, citizenship, religion, sex, sexual orientation, age, marital status, family status, or disability as per the Ontario Human Rights code.

***Policy***

The Salvation Army London Village is an equal opportunity employer committed to employment equity, ensuring equal treatment for all employees in a work environment that is free from discrimination and harassment.

The employer will hire and promote on the basis of merit, ensuring all persons are considered for employment, are hired, retained, treated and promoted free from barriers, discrimination and harassment.

***Section Human Resources***

# Recruitment And Selection - Employment Principles

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To declare the organization’s policy with respect to its guiding principles regarding the employment of individuals.

***Policy***

* The organization seeks to employ the most competent persons in all positions.
* The organization seeks to provide employees with opportunities to further their

careers in accordance with their abilities and interests in alignment with missional objectives. Opportunities for coaching and professional development will help employees prepare for career advancement within the overall succession plan of the organization.

* It is the policy of the organization to encourage qualified internal candidates to apply

for available positions. Vacant and new positions will be posted internally so that current employees will have an opportunity to apply for each position. (See Policy 2.4.0 Job Postings). Internal selection will be based on qualifications, skill, ability, experience, and evaluations, as well as a reflection of career objectives.

* The organization will endeavour to provide a working environment conducive to

enabling each staff member to contribute to the fullest extent of his/her skills and abilities and to gain job satisfaction.

***Section Human Resources***

# Recruitment And Selection – Job Postings

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that all qualified employees have an opportunity to apply for available positions within the organization.

***Policy***

To give current employees due consideration for all job openings. Employees meeting the posted job requirements will be interviewed before external candidates are considered.

***Procedures***

* Job postings of available positions shall include the following information:

• position • program • location • qualifications  
 • starting date • hours per week • wage range

* + - process for applying (i.e. to whom; deadline date)
* Job postings will be posted at all work locations for a minimum of three working

days.

* Temporary positions of less than eight weeks may or may not be posted, at the

discretion of the Program Director; all other positions will be posted.

* The organization has the right to fill the vacancy or new position on a temporary

basis until such time as the posting procedure has been complied with and arrangements have been made to permit the successful candidate to be assigned to the position. The organization will make every reasonable effort to fill vacancies as soon as possible.

* Applicants from within the organization may apply for the available position. If there

are significant changes to an employee’s resume on file, an updated copy of their

resume will be required with their letter of intent.

***Section Human Resources***

# Recruitment And Selection – Orientation

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that the employer communicates the basic fundamentals of the organization and provides employees and volunteers the opportunity to develop a positive perception of the employer.

***Policy***

Each new employee will be allowed the opportunity to become acclimatized to the organization through a well-developed orientation program.

***Procedures***

* The Program Director or direct supervisor will ensure that each employee has fulfilled the orientation requirements within 4 weeks of commencement of their employment.
* An orientation includes, those elements required by our Accreditation Standards and additional relevant job specific requirements.
* The implementation of the orientation program is the responsibility of the Program Director and employees at all levels of the organization.
* The employee will complete orientation and training shifts, as per each specific program policy.
* The employee must read the Policies and Procedures Manuals and sign the necessary forms.
* All employees will review the ESA-What You Need to Know Poster (Appendix #1)

***Section Human Resources***

# Recruitment And Selection – Pre-Employment Reference Checks

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that the best candidates are selected for positions.

***Policy***

The references of all candidates from outside the organization will be checked before an offer of employment is made.

***Procedures***

* Candidates for employment will complete The Employment Application Form. This form includes references that the employer is able to contact (Appendix #1).
* Reference checks may be made by telephone, and/or in writing. A minimum of two professional/work-related references must be obtained and recorded on the Telephone Pre-Employment Reference Check (Appendix #2).
* Current employers of outside candidates will not be contacted without the permission of the applicant.
* For volunteers under the age of 18, two positive reference letters from persons over the age of 18 are required.

***Section Human Resources***

# Recruitment And Selection – Probation

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that employees of the organization are aware of the probation period.

***Policy***

A probationary period of up to 3 months for full time and permanent part time employment or up to 6 months for casual employment shall apply to all employees.

Employment may be terminated by either party during the probationary period.

***Procedure***

* Feedback for the employee will be ongoing during the probationary period. Any concerns that arise will be addressed immediately and put in writing. Supervision reports can be used to keep written documentation. An evaluation will be completed at the end of the probation period.
* Employment may be terminated at will by either party during the probationary period.
* Upon successful completion of the probationary period, the employee shall be deemed to be a permanent employee from the original date of employment.
* An employee who has completed their initial probation and is successful in achieving another position within the program will be placed on a familiarization period for three months. If, during this three month period it is decided by either party that this placement is not suitable, the employee will return to their previous position.

***Section Human Resources***

# Recruitment And Selection – Recruitment Advertising

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To implement a consistent and coordinated process for advertising to recruit employees.

***Policy***

All recruitment advertising will be coordinated through the Program Director. It is the responsibility of the Program Director to ensure that the job requirements as advertised are acceptable. Acceptable requirements are those that can be proven to be genuine, reasonable and necessary for the particular job and consistent with the job description.

***Procedures***

* The Program Director will determine if advertising is required and, if so, will prepare the advertisement.
* Any advertising should be seen as an opportunity for public relations. All printed materials must be of high standard and must promote the organization in a positive light. Any text or graphics used must reflect organization-approved principles and material.

***Section Human Resources***

# Recruitment And Selection – Recruitment Of Employees

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure a consistent method within the organization for the recruitment and selection of employees.

***Policy***

The recruitment and selection of employees is the responsibility of the Program Director and will be based on a well-defined and fair process.

***Procedure***

Personnel will be recruited and selected using the following procedures:

* A current job description will be available upon request by potential candidates. Each job description is reviewed by Divisional Headquarters for evaluation and grading purposes to ensure the position is paid according to the standard salary grid.
* The job description will identify critical job tasks and outline the experience, knowledge and skills required to execute them successfully. The knowledge and skill requirements will form the basis of performance objectives and appraisals.
* The requirements of experience, knowledge, skills and aptitude will be used as a basis for the initial screening and assessment of candidates.
* The position will be advertised as set forth in the job postings policy and recruitment advertising policy.
* The Program Director will ensure all applications received are catalogued.
* All applications for employment shall be in writing.
* Applications will be reviewed for necessary qualifications.
* Selected applicants will be granted a personal interview.
* The Program Director will establish an interview panel, composed of persons with sufficient expertise/knowledge to judge each candidate’s experience and skill against the requirements of the position. It is the goal of the organization to have all applicants for a position interviewed by the same team.
* An interview schedule will be arranged by the Program Director in collaboration with other members.
* All applicants are asked the same questions. The questions in the interview are open-ended and are designed to:
* allow the applicant to demonstrate their knowledge of the program in which the vacancy exists as well as identify how they would begin to establish and implement new ideas for the participants in the program
* provide opportunity for the applicant to reveal how their qualifications and past experiences would be an asset to the program in which the vacancy exists
* allow the applicant to tell us why they think they are the best candidate for the position

There can be many feasible ways that such questions can be answered effectively; there is a degree of discretion being exercised by the interview team in assessing applicants’ responses.

* During the interview process, candidates will be advised that reference checks will be undertaken. A consent to check references will be signed by the applicant.
* During the interview process, The Salvation Army’s mission will be discussed.
* After the interviews are complete, the interview team will rank applicants in consideration of skill, qualifications and the ability of the applicants to perform the requirements of the posted vacancy. This determination is based on a review of the applicant’s work record (if known), resumes (outlining education and work experiences), and their responses to the interview questions.
* After the most appropriate candidate has been selected, references will be sought before an offer of employment is made. Reference checks will include a minimum of two professional references, written or verbal.
* Once the most suitable candidate has been selected they will be contacted, verbally, by the Program Director with a conditional offer of employment subject to presentation of a suitable criminal records check and verification of credentials.
* After the offer of employment has been accepted by the selected candidate, a letter will be sent to this person containing the following information:
  + Position being offered and effective date
  + Rate of pay
  + Hours of work
  + Probationary period
  + Conditions of employment
  + When and where to report to work
  + Welcome to the organization

This letter will form the employment contract. The candidate will sign a copy of the letter indicating acceptance of the position.

* An employee transaction form will be submitted to Divisional Headquarters for approval.
* The other candidates will be immediately notified in writing that they were not successful.
* As an employee of The Salvation Army London Village you may be required to work/transfer to another unit within your program.

***Section Human Resources***

# Recruitment And Selection – Retired Officers – Employment

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To provide guidelines for The Salvation Army personnel regarding retired and former officers employment.

***Policy***

The Salvation Army London Village will follow the policy outlined by Territorial Headquarters.

***Procedure***

The organization will apply the definitions of and protocols on former or retired officers employment as described in OP 7003 and OP 8803 (Appendix #1 and 2).

***Section Human Resources***

# Salary And Benefit Administration – Attendance And Absenteeism

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To define the respective responsibilities of the employer and employees in regards to attendance and absenteeism.

***Policy***

The organization shall endeavour to maintain attendance of employees at a maximum and absences at a minimum. However, the employer recognizes that many absences are unavoidable and legitimate and therefore allows certain absences with or without pay. (Refer to policies on sick leave and leave of absence.) The employer reserves the right to authorize or refuse to authorize the advance request of an employee to be absent; to investigate absences; and to determine whether or not an absence is necessary or justifiable.

***Procedures***

* ***Program Director’s Responsibility***

The Program Director or his/her designate is responsible for maintaining an accurate and up-to-date record of time worked by each employee. When, in the opinion of the Program Director, an employee’s lack of punctuality or attendance is reducing productivity, the Program Director is responsible for taking corrective action.

***Employee Responsibility***

* Every employee has obligations and responsibilities concerning absences.
* Each employee is responsible for reporting for work as scheduled, unless time off or leave has been granted by the Program Director.

* In the event of illness:
  + - **Day Care employees** must call the Team Leader (whoever is on the 9:30 a.m. shift) as much in advance as possible, at a minimum no later than 6:30 a.m.
    - **Respite Program employees** must call the cottage and the on-call staff as much in advance as possible, at least two hours prior to the start of their shift. They must also attempt to fill their shift and relay this information to the cottage.
    - **Adult Day Program employees** must call the Director at home prior to 8:00 a.m. If unavailable call the program cell phone.

**If staff have to leave a voicemail message it is the staff’s responsibility to continue to follow-up with phone calls to ensure the message has been received.**

**Under no circumstances should email messages be left.**

Failure to report as above will be considered an unauthorized absence. Payment will not be made for time lost due to unauthorized absence. In addition, disciplinary action may be taken. Three consecutive days of unauthorized absence will be considered voluntary termination of employment.

Request for absence from work (paid or unpaid) other than illness must be made to the Program Director as far in advance as possible.

Appointments for medical, dental, legal or other personal needs (except in an emergency) should not be made for a time when the employee is expected to be on duty.

***Procedure: Recording Absence***

* + Absences will be recorded daily.
  + A record of all unused sick leave will be kept by the employer. If an employee is going to be away for a lengthy illness, the Program Director should check to ensure that the employee has accrued sufficient sick-leave days. If the employee has used up all of his or her sick-leave days, any additional time off work for illness will be without pay. (Refer to policy on sick leave).

***Section Human Resources***

# Salary And Benefit Administration – Bereavement Leave

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To provide guidelines for bereavement leave.

***Policy***

Employees are entitled to take time off with pay, following the guidelines set-out by the employer with respect to bereavement leave. Additional time off without pay may be granted at the discretion of the employer (i.e. Program Director or Executive Director). A decision will be made on the merits of each individual case.

***Procedure***

* Five days bereavement leave with pay shall be granted upon the death of an employee’s spouse or child.
* Three days bereavement leave with pay shall be granted upon the death of an employee’s parent, sibling, parent-in-law, grandparent or grandchild.
* One day bereavement leave with pay shall be granted upon the death of an employee’s aunt, uncle, niece, nephew, brother-in-law or sister-in-law.
* Employee’s who are in receipt of benefits under the *Workplace Safety and Insurance Board* or on extended leave of absence are not eligible to receive bereavement pay.

***Section Human Resources***

# Salary And Benefit Administration – Employee Bonuses

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To provide consistent and clearly defined guidelines for the equitable provision of bonuses paid out to employees over and above the pay scale.

***Policy***

All employees are eligible to receive bonuses regardless of grade or position on the pay scale.

Bonuses may be given to employees who take on additional responsibilities on a short term basis.

Bonuses may be given as a lump sum payment or in lieu time.

Christmas bonuses will be calculated as per policy guidelines set out by Territorial Headquarters.

***Procedure***

* The Program Director will consult with the Executive Director and/or Business Manager to determine if the program budget can support a bonus.
* It will be determined if the bonus will be monetary or lieu time and in what amount.
* The Program Director will submit the necessary forms to Divisional Headquarters for approval.
* Once approval is received from Divisional Headquarters, the bonus will be processed and the employee will be informed.

***Section Human Resources***

# Salary And Benefit Administration – Group Benefit Plan

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure employees are aware of the group health benefits put in place by their employer to help them take care of the health and well-being of themselves and their family.

***Policy***

The Salvation Army provides employees with a comprehensive “Taking Care” benefits program (Appendix #1).

***Procedures***

* All permanent employees, having completed three months of active employment and working 25 hours a week **must** participate in all core elements of the program except Long Term Disability (LTD). In addition, employees working 30 hours or more per week **must** participate in the LTD program.
* The employer will provide an employee who is eligible to participate in the “Taking Care” program with an information package, including an enrollment form. The employee is responsible for completing this form and returning it to the employer prior to completion of three months of employment.
* The employer offers an Employee Assistance Program through Shepell fgi for employees to access as needed (Appendix #2).
* The employee will be provided with information from Marsh Canada Limited- Group Automobile and Residential Insurance (Appendix #3). This is an option available to employees.

***Section Human Resources***

# Salary And Benefit Administration – Hours Of Work And Overtime

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To outline the hours of work required by employees to support the goals and activities of the organization as well as the employers obligations with respect to overtime.

***Policy***

The hours of work for employees are specified in their employment agreement; changes in hours of work may be permitted at the discretion of the Program Director. Except in emergency situations, overtime will not be scheduled.

***Procedures***

Hours of work as follows:

* Full-time employees shall normally work 40 hours per week, inclusive of a half-hour lunch break and two 15 minute breaks or a one-hour lunch break. As employees are paid during their breaks it is expected that they remain within their program during these times.
* Part-time staff will be expected to work the number of hours per week that are specified in their position description and/or employment agreement.
* Employees are expected to complete work assignments within the prescribed daily working hours and are not normally expected or required to work overtime.
* When the Executive Director, Program Director or immediate supervisor (with authority to approve overtime) requests the employee to work extra hours, the employee is to be compensated in accordance with provincial employment standards legislation. Additional hours worked without pre-authorization will not be compensated.
* An employee shall be paid at the rate of time and one-half for all hours worked in excess of 44 hours in a week. Instead of being paid overtime pay, employees can request in writing to be compensated for overtime hours by taking 1 ½ hours of paid time off for each hour of overtime worked in excess of 44 hours in a week.
* Overtime pay must be paid to the employee on the payroll immediately following the week in which the overtime was worked.
* Time taken off in lieu of pay must be taken within two months of the week in which it was earned. The total amount of lieu time an employee accumulates shall not be greater than 24 hours. It is expected that this time be taken when no replacement staff is required.

***Section Human Resources***

# Salary And Benefit Administration – Leaves Of Absence

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To provide consistent and clearly defined guidelines for leaves of absence.

***Policy***

All employees have the right to take time off from work for pregnancy, parental, personal emergency, family medical, jury duty and reservist leaves in accordance with the Employment Standards Act.

Personal leaves of absence and professional development education leaves will be considered on an individual basis.

The religious holidays of employees of various religious and ethnic backgrounds will be recognized and treated as leaves of absence.

* ***Procedures***
* Employees must submit a request for a leave of absence in writing to their Program Director indicating the reason for the request, the date in which they will be beginning their leave and the length of the leave being requested.
* Leaves will be reviewed and granted in accordance with the conditions of the Employment Standards Act. Leaves recognized by the Act include:
* Personal Emergency Leave -unpaid, job-protected time off work for up to 10 days per calendar year
* Pregnancy/Parental Leave –pregnancy leave is up to 17 weeks of job-protected, unpaid time off of work; parental leave is 35 – 37 weeks of job-protected, unpaid time off of work
* Family Medical Leave –unpaid, job-protected time off of work for up to 8 weeks in a 26-week period
* Reservist Leave –employees who are military reservists and who are deployed to an international operation or to an operation within Canada that is or will be providing assistance in dealing with an emergency or its aftermath are entitled to unpaid leave for the time necessary to engage in that operation
* Jury Duty –an employee is considered to be on unpaid leave for the duration of jury duty
* Personal leaves of absence may be granted without pay if, in the opinion of the employer, the quality of the program will not be jeopardized. As applicable, all existing vacation with pay credits must be utilized prior to the initiation of the leave of absence. The following factors will be taken into consideration when reviewing a leave of absence request: reason for leave, length of employee service, impact on program, length of requested leave
* An employee who wishes to undertake an approved course of work-related studies that are available only during working hours, will be given consideration for time off without pay to attend classes, providing it does not interfere with the operational requirements of the organization. Approval must be obtained from the Program Director prior to enrolling in the course. (Refer to policy on Professional Development and Training).
* An employee may take personal religious holidays as appropriate to their religion and/or ethnic background, without pay.
* Employees on extended leaves of absence including pregnancy, parental, personal emergency, family medical leave, and jury duty have a right to continue to take part in the shared benefit plan. For personal leaves the employee may at their expense, maintain the group insurance plan provided the leave is longer than twenty (20) working days in duration.

The employer will continue to pay its shared premium unless:

* employee indicates in writing they are wanting to discontinue benefits while off.
* employee does not make necessary arrangements to pay for premiums while off (post-dated cheques). This arrangement must be made before going on leave or premiums will be cancelled for duration of leave.
* Employer contributions to the RRSP will discontinue during the leave, if an employee contributes a voluntary amount into their RRSP they may continue to do so and must provide the employer with a cheque to cover this amount.
* Employees will be paid all vacation paid monies owed when leave begins, unless otherwise requested in writing. This will be shown on the record of employment as required. While on leave an employee will not earn paid vacation days, however will be entitled to take the time if desired and will receive the percentage based on actual earnings. For eg. If an employee earned $600.00 and gets 6% the entitlement would be $36.00.
* Employees will not accumulate sick benefits during a leave.
* Employees will continue to earn seniority and credit for length of service and length of employment while on leave.
* Public holidays will not be paid to an employee during a leave.

***Section Human Resources***

# Salary And Benefit Administration – Mandatory Payroll Deductions

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure compliance with federal and provincial statutes regarding payroll deductions.

***Policy***

The Salvation Army London Village will regularly deduct from each employee (whether full-time, part-time or relief) the appropriate amount, as required by federal and provincial legislation, for Income Tax, Canada Pension Plan and Employment Insurance.

***Procedures***

* Revenue Canada regularly issues ‘Source Deductions Tables’ and ‘Supplementary Source Deductions Tables’ for Income Taxes, Canada Pension Plan and Employment Insurance. Deductions are to be made according to the pay-periods indicated in the tables and remitted promptly to the Receiver General.
* Income Tax
* All employees who earn in excess of a specific figure, per pay period, as established by the Canada Customs and Revenue Act, will have deductions made from their earnings for income tax.
* Deductions from the employee’s pay are made in accordance with their earnings, completed TD1 and TD1ON forms and the tables as set out by Revenue Canada. These deductions are made each pay period.
* Employees can arrange for additional deductions for taxation purposes. Contact the business office for further information.

Canada Pension Plan (CPP)

* It is mandatory that CPP contributions be deducted from earnings of all employees from age 18 to age 70, provided the individual does not collect the CPP Retirement Pension.
* Deductions from the employee’s pay are made in accordance with their earnings and the tables as set out by Revenue Canada. These deductions are made each pay period.
* The employer is required to contribute an amount equal to the employees’ deduction.

Employment Insurance

* Employment Insurance premiums are to be paid as per current tables, for all hours worked, for each person on the payroll (including those 65 years of age and over).
* The employer pays the ‘employer’ portion of the premium.
* Payroll deductions for the ‘employee’ portion of the premium will be made according to the current official Deduction Tables. These deductions are made each pay period.

Employer Health Tax

* The employer submits monthly, to the Ontario Ministry of Revenue, the Employer Health Tax calculated as a percentage of the gross earnings of all employees (including full-time, part-time and relief.)

Workplace Safety and Insurance Board (WSIB)

* WSIB covers all employees for the loss of wages due to a workplace injury or illness, as well as any applicable medical expenses. This expense is paid by the employer.

***Section Human Resources***

# Salary And Benefit Administration – Payroll Administration

**Approved Date: February 10, 2003**

**Review Date: November 2018**

***Purpose***

To ensure employees are aware of the payroll process.

***Policy***

Wages are paid on a bi-weekly basis through Territorial Headquarters and are directly deposited into the employee’s bank account.

***Procedures***

* Wages are paid by direct deposit every second Thursday; there are 26 pay periods annually.
* The account into which the wages are paid must be in the name of the employee.
* The employer will provide each employee with a wage statement prior to each payday. Employees can receive their wage statement electronically via the UltiPro system.
* Regular mandatory payroll deductions will be made from each pay (see Mandatory Payroll Deductions policy).
* Applicable deductions for the group benefit plan and RRSP’s will be deducted each pay period.
* Wages are paid for the hours worked in the two weeks prior to the payroll cut-off date and the each program is responsible for preparing and submitting payroll for their employees.
* Each employee must complete a TD1 and TD1ON form for income tax purposes upon hire. Should an employee wish to change their income tax deduction another TD1 form must be completed.

***Section Human Resources***

# Salary And Benefit Administration – Pay Equity

**Approved Date: February 10, 2003**

**Review Date: November 2018**

***Purpose***

To ensure employees are aware of the payroll process.

***Policy***

Wages are paid on a bi-weekly basis through Territorial Headquarters and are directly deposited into the employee’s bank account.

***Procedures***

* Wages are paid by direct deposit every second Thursday; there are 26 pay periods annually.
* The account into which the wages are paid must be in the name of the employee.
* The employer will provide each employee with a wage statement prior to each payday. Employees can receive their wage statement electronically via the UltiPro system.
* Regular mandatory payroll deductions will be made from each pay (see Mandatory Payroll Deductions policy).
* Applicable deductions for the group benefit plan and RRSP’s will be deducted each pay period.
* Wages are paid for the hours worked in the two weeks prior to the payroll cut-off date and the each program is responsible for preparing and submitting payroll for their employees.
* Each employee must complete a TD1 and TD1ON form for income tax purposes upon hire. Should an employee wish to change their income tax deduction another TD1 form must be completed.

***Section Human Resources***

# Salary And Benefit Administration – Public Holidays

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

The intent of this policy is to maintain a consistent and equitable system for specified holidays for all full and part-time staff.

***Policy***

The organization will recognize the minimum requirements regarding public holidays set out in the Employment Standards Act.

***Procedures***

The public holidays recognized by the employer are as follows:

* New Years’ Day
* Family Day (third Monday in February)
* Good Friday
* Easter Monday
* Victoria Day
* Canada Day
* Civic Day (August)
* Labour Day
* Thanksgiving Day
* Christmas Day
* Boxing Day

When employees are required to work on a public holiday, relief staff will be paid one and one-half times their regular wages for hours worked. Full and part time staff will have the option of either:

* + Receiving their regular wages for the hours worked on the public holiday and substituting another day that would ordinarily be a working day for the employee which will be paid as public holiday pay. The substitute day off must be agreed in writing prior to the public holiday.
  + Receiving public holiday pay for the day and time and one-half (1.5x) pay for hours worked on the public holiday with no substitute day off.

Restriction

A day that is substituted for a public holiday shall be,

(a) a day that is no more than three months after the public holiday; or

(b) if the employee and the employer agree, a day that is no more than 12 months after the public holiday.

Employees do not have the right to a paid public holiday, or a substitute day off if:

* they failed to work all of their regularly scheduled shift before or after the public holiday, without reasonable cause, or;
* they agreed or were required to work on the public holiday and failed to do so without reasonable cause.

Public holiday pay is calculated as the average daily hours worked in the pay period prior to the public holiday, with the following exceptions

* An employee on vacation or leave of absence during the entire pay period prior to the public holiday will have public holiday pay calculated based on the last pay period during which hours were worked
* An employee hired in the pay period when a public holiday falls will have public holiday pay calculated based on the hours worked within that pay period.

***Section Human Resources***

# Salary And Benefit Administration – RRSP

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure employees are aware of the Group Registered Retirement Savings Plan (RRSP) offered by their employer to assist employees in planning for their future.

***Policy***

Permanent full-time or part-time employees, who have completed three months of employment are eligible to join The Salvation Army Group Registered Retirement Savings Plan (RRSP). The employer’s contributions on the employee’s behalf will be in the form of a percentage based on earnings and years of service as follows:

|  |  |
| --- | --- |
| On the completion of initial 3 month probation | 4.00% of regular paid earnings |
| On the completion of 5 years of service  (commencing 6th year of employment) | 5.00% of regular paid earnings |
| On the completion of 10 years of service  (commencing 11th year of employment) | 6.00% of regular paid earnings |

Employees can choose to make voluntary contributions, which the Salvation Army will match based on earnings and years of service as follows:

|  |  |
| --- | --- |
| On the completion if initial 3 month probation | Matching of voluntary contributions to a maximum of 2% regular paid earnings |
| On the completion of 10 years of service  (commencing 11th year of employment) | Matching of voluntary contributions to a maximum of 3% regular paid earnings |

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***Procedures***

* Prior to the employees completion of their three months in a permanent full-time or part-time position they will receive a Registered Retirement Savings Plan enrollment package.
* The enrollment package will need to be completed and returned to the Business Manager within two weeks of receipt.
* Any employee choosing not to participate in the Registered Retirement Savings Plan must complete a Waiver of Participant Form.
* Employees can contact the Business Manager to discuss any questions pertaining to their Registered Retirement Savings Plan.

***Section Human Resources***

# Salary And Benefit Administration – Salary Administration

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure equity and uniformity in the administration of salaries and wages.

***Policy***

The administration of salaries and wages will:

* + provide reasonable remuneration consistent with the financial resources of the organization;
  + identify and maintain a uniform structure of job relationships and responsibilities to ensure the fair and equitable remuneration of employees;
  + remunerate all staff in accordance with the salary scale for the position and the individual rate of pay

***Procedures***

* The salary structure of the London Village is based on The Salvation Army Capital Cities Salary Scale-Ontario Regional Scale (Appendix #1).
* Salaries and rates will be reviewed at budget time each fiscal year, and will be approved by the Executive Director and Divisional Headquarters.
* Salary adjustments will be based on funds available, the economic climate of The Salvation Army, and direction given by Territorial Headquarters.
* The qualifications and experience of new employees will be considered when determining their start point on the grid.

***Section Human Resources***

# Salary And Benefit Administration – Sick Leave

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To recognize sick leave as a legitimate absence from work.

***Policy***

Sick leave is recognized as the period of time a permanent employee is permitted to be absent from work with full pay by virtue of being sick or disabled.

***Procedures***

* Absence for any reason is to be reported immediately in accordance with the policy guidelines of the local Salvation Army unit. Any sick leave absences not reported in accordance with policy will be unpaid.
* For the purpose of this policy, a day will be defined as the standard number of hours constituting a full-time day in the individual Salvation Army facility (whether it be 7, 71/2, 8 or 12 hours).
* Benefit duration is based on the accumulation of one day per month of employment (assuming a minimum 5-day or 35 hour work-week), up to a maximum of eighty-five (85) days.
  + Days of credit for part-time employees will be accumulated at the rate of one (1) day credit for each twenty-two days of work (Employees earn 7 hours for every 152 regularly scheduled hours worked).
  + Sick days do not continue to accrue while an employee is on sick leave. Upon return to work, after using any or all the days of credit, the employee may again accumulate further credits up to the maximum of eighty-five (85) days.
* Credits will accumulate from the date of employment, but cannot be used until the completion of three months probationary period.
* Remuneration for any accumulated credits will not be made on termination of employment, except when such termination takes place during an existing disability.
* For an illness lasting more than three (3) working days, an employee must produce a certificate from a qualified medical practitioner prior to their return to work. If there is demonstrated abuse by an employee, the employer may ask for a doctor’s certificate in any case of absence for medical reasons.
* When sick-leave credits are exhausted but sick leave is still required, it is then considered a medical leave (refer to policy on leaves of absence).
* A deduction shall be made from accumulated sick leave of all normal working days (exclusive of holidays) absent for reason of illness or injury, which is not subject to WSIB. Any absence of four hours or less will be credited as one-half sick day. Any absence over four hours will be credited as one sick day.
* Documentation of sick leave will be maintained by the Program Director. Employees are encouraged to review these reports to ensure accuracy.
* If an employee becomes hospitalized or similarly confined on the advice of a medical practitioner so that they cannot continue their vacation, they may elect to use sick credits and take the balance of their vacation at another time provided they provide proof of such hospitalization or confinement.
* Sick leave benefits are not payable:
* For any illness or injury covered by Workers’ Compensation or the Canada/Quebec Pension Plan disability benefits;
* For any illness or injury while an employee is on scheduled leave of absence or paid vacation (sick leave benefits will be paid following the end of the scheduled leave or vacation if the employee is unable to return because of substantiated illness or injury);

In the event an employee fails to:

* + - provide medical evidence requested by the employer;
    - authorized the release of medical information to The Salvation Army’s Long Term Disability carrier; or,
    - participate in the employer’s early intervention program, including job rehabilitation and/or modified work programs.
* The Salvation Army at all times reserves the right to secure medical substantiation for any sick leave absence, either in the form of a doctor’s certificate, or an independent medical examination requested by the employer or the carriers of The Salvation Army’s Long Term Disability benefit. The associated costs may not necessarily be covered by the employer.

***Section Human Resources***

# Salary And Benefit Administration – Vacation

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

The items covered in this Policy are the requirements for the Canada and Bermuda Territory of The Salvation Army for non-unionized employees as it pertains to the accrual and scheduling of vacation time.

The Salvation Army is committed to meeting or exceeding vacation entitlements under the applicable employment legislation. In situations where legislation provides a greater benefit or entitlement than this policy, The Salvation Army will ensure compliance with those requirements.

***Policy***

The Salvation Army ensures that employees receive time away from work to provide an opportunity for refreshment and rejuvenation with an uninterrupted period of time away from their regular duties to promote work-life balance within a calendar year.

***Procedure***

* See Employees Vacation Policy 3109 (Appendix #1).

***Section Human Resources***

# Health And Safety – Director’s Responsibilities

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Policy***

To outline The Salvation Army London Village and the *Occupational Health and Safety Act* *(OHSA)*, key responsibilities of the supervisor’s include:

***Purpose***

The Salvation Army London Village believes that the most important and valuable resource we have for fulfilling our mission is our employees. We have many important obligations to the people and communities we serve. Our success in meeting those responsibilities is directly related to the contribution made by our employees.

As the supervisor, we are committed to establishing and maintaining a work environment where:

* Employees work in the manner and with the protective devices, measures and procedures required by the *OHSA* and regulations
* Employees use or wear the equipment, protective devices or clothing that The Salvation Army London Village requires to be used or worn.
* Employees are advised of the existence of any potential or actual danger to the health or safety of which the supervisor is aware.
* Employees are provided with training and written instructions as to the measures and procedures to be taken for their protection.
* Every precaution reasonable in the circumstances is taken for the protection of an employee. Measures will be taken to correct unsafe acts and conditions.
* Develop and demonstrate a positive “health and safety” attitude and working climate.
* Be interested in and involved with the organization’s health and safety performance.
* Uphold safety rules and procedures and support enforcement including disciplinary action.
* Develop a working relationship with Joint Health and Safety Committee and support their role.
* Make every reasonable attempt to resolve the health and safety concern of employees.
* Ensure that maintenance and/or inspections program for any equipment and machinery in the workplace is carried out.
* Implement emergency plans when necessary and ensure that employees have been properly trained to comply.
* Regularly evaluate employee performance and provide periodic feedback with respect to health and safety

***Section Human Resources***

# Health And Safety – Employee’s Responsibilities

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To outline under the *Occupational Health and Safety Act* *(OHSA)*, key responsibilities of the employee’s at The Salvation Army London Village.

***Policy***

* Working in compliance with the provisions of the *OHSA*, regulations, and internal policies and procedures.
* Using or wearing the equipment, protective devices or clothing / footwear that The Salvation Army London Village requires to be used or worn.
* Reporting to his/her immediate supervisor the absence of or defect in any equipment or protective device and/or the existence of any hazard of which the worker is aware which may endanger him/herself or another worker.
* Reporting to his/her immediate supervisor any contravention of the *OHSA*, regulations, The Salvation Army London Village policies and procedures.
* Not removing or making ineffective any protective device.
* Not using or operating any equipment, machine, device in any manner that may endanger him/herself or another worker.
* Not engaging in any prank, contest, feat of strength, unnecessary running or rough and boisterous conduct.
* Know, understand and implement safe work practices and procedures.
* Know, understand and employ established rules and procedures for handling materials, equipment and processes (e.g. report unlabeled containers, use proper lifting techniques, etc.)
* Request replacement for worn out or defective equipment.
* Use all safety devices provided, ensuring optimum condition of devices and reporting any defects immediately to a supervisor.
* Use equipment and materials only in the manner intended or which worker has been trained to operate safely.
* Report all injuries, incidents and unusual conditions immediately to supervisor.
* Each employee will be expected to reflect the agency’s mission statement in his/her actions and words.
* All employees will maintain their oath of confidentiality in all aspects of their employment or volunteer involvement with the organization.

***Section Human Resources***

# Health And Safety – Employer’s Responsibilities

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Policy***

To outline under the *Occupational Health and Safety Act* *(OHSA)*, key responsibilities of The Salvation Army London Village.

***Procedure***

The Salvation Army London Village believes that the most important and valuable resource we have for fulfilling our mission is our employees. We have many important obligations to the people and communities we serve. Our success in meeting those responsibilities is directly related to the contribution made by our employees.

As the employer, we are committed to establishing and maintaining a work environment through the following measures:

* Providing equipment, materials and protective devices and used properly and in a safe manner
* Providing information, instruction and supervision to employees to protect the health and safety of the employee.
* In the event of a medical emergency, for the purpose of a diagnosis or treatment, provide upon request information in the possession of the employer, including confidential business information to a legally qualified medical practitioner, and to such other persons as may be required by law.
* All employees will be trained in Workplace Hazardous Materials Information System on an annual basis.
* Affording assistance and co-operation to the Joint Health and Safety Committee in fulfilling their responsibilities.
* Taking every precaution reasonable in the circumstances for the protection of an employee.
* Providing to the Joint Health and Safety Committee or to a health and safety representative, the results of a report respecting occupational health and safety that is in the employer’s possession and, if that report is in writing, a copy of the portions of the report that concern occupational health and safety. The employer must also advise employees of the results of a report and, if the report is in writing, make available to them on request copies of the portions of the report that concern occupational health and safety.
* Responding in writing, within 21 days, to any health and safety recommendations submitted by the Joint Health and Safety Committee.
* Posting a copy of the *Occupational Health and Safety Act* and pertinent regulations in an accessible workplace location.
* Posting, reviewing and re-posting annually, a copy of The Salvation Army London Village health and safety policy in an accessible workplace location.
* The rights and contributions of our employees are consistently acknowledged, valued and respected and all attempts to create a positive work environment will be made.
* Policies and Procedures are structured and complied with in accordance to the mission of The Salvation Army and the Occupational Health and Safety Act.

***Section Human Resources***

# Health And Safety – Joint Health And Safety Committee’s Responsibilities

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To develop roles and responsibilities for the Joint Health and Safety Committee for The Salvation Army London Village to ensure compliance under the Occupational Health and Safety Act.

***Policy***

The employer is responsible for ensuring that a Joint Health and Safety Committee is established and maintained. The Committee is responsible for ensuring the proper application of this policy.

The Committee is committed to establishing and maintaining a work environment where:

Composition

* At least 50% of the members must be non-management workers.
* The worker member(s) must be selected by the workers.
* The employer shall select the member(s) representing management.
* The members will fill this role for a minimum of two years. There will be no maximum.
* If possible, terms of office will overlap so continuity can be maintained.
* The names and work location of all members must be posted.
* At least two members must be certified, one representing the workers and one representing management.
* **Meetings and Minutes**
* Committee members must meet a minimum of every three months.
* Members are responsible for making arrangements with their supervisor for attendance at the meetings and for preparation time prior to the meetings.
* A schedule meetings for the year is to be developed, published and posted at the beginning of each calendar year, listing the date, time and location.
* An agenda is to be developed by the co-chairpersons for each meeting and circulated at least one week in advance of the meeting.
* Written minutes of the meeting are to be taken, outlining the following:
* date, time and location of the meeting held
* names of all members and other persons present
* itemized record of all items discussed, and the outcome
* reports presented and by whom
* problems identified
* agreed upon recommendations
* actions to be taken by individual members
* business the committee has agreed to discuss at the next meeting
* responses of management to the committee
* discussion with respect to the above
* date, time and location of the next meeting

Minutes are to be signed by the co-chairpersons and circulated within a week, with one copy:

1. posted and maintained in each program location
2. distributed to members
3. distributed to Executive Director
4. communicated at staff meetings/ management meetings.

***Procedures***

* Follow the guidelines outlined in the Occupational Health and Safety Act.
* Develop, publish and post, at the beginning of each calendar year, a schedule for the monthly health and safety workplace inspections for the year.
* The Health and Safety Representative will complete a Health and Safety Workplace Inspection Checklist of their specific program(s) (Appendix #1). A copy of this report will be forwarded to the Property Manager for follow-up.
* Each programs Representative will ensure First Aid Kits are checked for adequate supplies and replenished monthly.
* The Health and Safety Committee will meet quarterly to ensure all standards are met, review any workplace injuries or illness, and meet with the Executive Director to discuss any recommended training for employees and review health and safety policies. Minutes of these meetings will be taken and will be posted.
* The Property Manager will address all areas of concern.
* Each programs Representative will assist the Program Director in supporting employees in the Early and Safe Return to Work Program.
* Each program Representative, with the Program Director and Property Manager will ensure that all Material Safety Data Sheet binders are current.
* Each program Representative will ensure that fire drills and fire extinguisher checks are completed for each workplace as stipulated in the Fire Safety Plan.

***Section Human Resources***

# Health And Safety – Return To Work

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

The Salvation Army London Village will make every effort to help an injured employee to stay at work (SAW) or to return to work (RTW). The Return To Work program will ensure that as a company we are committed and able to supply modified/accommodated duties to all employees, where possible, without undue hardship.

***Policy***

The Salvation Army London Village will make every reasonable effort to provide suitable return to work opportunities for every employee who is unable to perform his or her regular duties following a work-related injury or illness*.* This policy applies to all employees with an injury, illness or disability regardless of its cause, type or nature which results in absence from work. All staff will be made aware of this policy during orientation. This policy will be reviewed annually by the management team.

**Disclosure of Information**

In order to facilitate an effective and appropriate Return to Work Case Plan (Appendix #1) for work-related injured workers the Executive Director, Program Director and immediate supervisor will have access to:

* Restrictions
* Functional abilities (cognitive, environmental and physical)

In all cases where the employer and employee agree that a non work-related injury or illness will be accommodated, disclosure of information regarding restrictions/functional limitations will be obtained.

**Employer Responsibilities**

* To provide meaningful employment for the employee (temporarily or permanently disabled) and promote the stay at work (SAW) or return to work (RTW) procedure.
* To facilitate communication between the employer, the employee and the treating health care professional including the development of a Return to Work plan, and to provide required forms.
* To assist in the modification of the workplace to meet individual return to work plans, if the position can be modified.
* Meet with the employee and establish written goals and objectives. These will be established and agreed upon by the employee, and the employer.
* To ensure that there are job descriptions for every job and that they reflect current business processes.
* A schedule of meetings will be determined to monitor the employee’s progress. At these meetings medical follow up, Functional Abilities Form and the Return To Work Case Plan will be reviewed
* To inform other employees in the program as may be required
* Throughout the process encourage employee participation and promote co-operation.

**Employee Responsibilities**

* To participate and maintain regular contact with the employer.
* To take an active role in developing the Return To Work Case Plan.
* To obtain the necessary forms from the treating health care professional, as required, by the employer.
* To ensure that appointments with health care professionals are continued while on modified duties. These appointments should be arranged whenever possible during non-work hours.
* To co-operate with all requests for documentation as required by the WSIB and the employer.
* To attend all scheduled Returned To Work meetings.
* Immediately communicate to the employer any change/modifications needed to their Return To Work Case Plan.

**Health & Safety Representative OR Joint Health & Safety Committee (JHSC) Responsibilities**

* If applicable assist the employer in conducting a job risk assessment.
* Review any corrective action taken as a result of a workplace injury/illness during the next scheduled workplace inspection.
* To assist in the annual review of the return to work policy and procedure.
* To compile and review statistical information including trends and patterns on workplace injuries and illnesses and make recommendations as appropriate.

**Procedure**

**Return to Work Process**

* + All employees are required to report any injury/illness to the employer immediately.
  + Employee Incident Report must be completed for all injuries at time of incident or within 24 hours and submitted to the employer for review and signed off. The employer will forward the report to the Administrative Assistant who will use the report for filling out employer’s Report (Form 7) for WSIB. A copy will be placed in the personnel file, Health and Safety file and a personnel file will be created for communicating with WSIB. The Health and Safety file and personnel file for communicating with WSIB can be found in the administration office.
  + Functional Abilities Form (to be completed by a Health Practitioner) will be provided to staff in cases where a job may require modification. The completed form must be returned to the employer the next business day. The employer will review the form and will forward it to the Administrative Assistant. A copy will be provided to the worker, a copy in the personnel file and in personnel file created for communicating with WSIB.
  + Form 7 to be completed by the Administrative Assistant for all injuries requiring medical treatment by a physician or medical facility. Form to be completed within 3 calendar days and forwarded to Workplace Safety and Insurance Board. A copy will be provided to the worker, a copy in the personnel file and in personnel file created for communicating with WSIB.
  + If it determined that the injured worker is going to require a Return to Work (RTW) Case Plan, the employer can use the chart below to determine what is needed and/ or the next steps, if applicable.

**Option 3:**

Fit for Work to be determined.

**Option 2:**

Fit for Work

and short term

accommodation needed.

**Option 1:**

Fit for Work and no accommodation needed.

START: Step 1

Employee returns

to work, no case

plan needed.

Employee & the Employer

maintain communication.

Case plan required

with assistance from

WSIB.

Accommodations

need to meet

functional abilities.

Employee &

the Employer

maintain communication.

Employee returns to work meets with the employer to develop a Return To Work Case Plan which will include accommodations to meet the Functional Abilities Form. Other team members as required will be informed of

the necessary accommodations.

Employee &

the employer

maintain communication.

Step 1: Fit for Work and no accommodation needed.

Step 2: Follow the Return to Work phases.

Step 3: At the Return To Work Case Plan – Closure/Evaluation (Appendix #2) phase ensure that all documents are kept with the supervisor.

Note: Assistance for options 2 and 3 come from: Executive Director, Program Director(s) or your WSIB Case Manager.

* + 6.0 If the parties cannot reach a consensus on a return to work program, the employer may offer, what it believes to be a suitable return to work program within the employee’s functional abilities/limitations and the suggested standard restrictions for the area of incident, as outlined from WSIB.
  + 7.0 In situations where the employer does not receive the Employee Incident Report and/or Functional Abilities Form completed in full by a healthcare professional, the employer may offer a return to work program to an employee utilizing the suggested standard restrictions for the area of incident, as outlined from WSIB, until the form is completed in full and returned.

***Section Human Resources***

# Health And Safety – Smoking

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

On July 1, 2003 the City of London passed **By-law No. PH-11 - Regulating Smoking in** **Workplaces in the City of London**. On February 17, 2003 the City of London passed **By-Law** **PH-10-Smoke Free Public Places in the City of London**.

As of May 31, 2006 The ***Smoke Free Ontario Act - O.Reg.48/*06** replaced the ***Ontario Smoking in the Workplace Act*** which completely bans smoking in most workplaces and public places in the province.

The intent of these by-laws and Acts is to protect the health of all Ontarians by prohibiting smoking in all enclosed workplaces and public places. Smoking will be prohibited at all times at The London Village.

***Policy***

The Salvation Army London Village is a smoke free facility. There will be no smoking in the buildings.

The employer shall place signs at each entrance and exit in a conspicuous manner and not obstructed from view to ensure that employees and the public are aware that there is no smoking permitted in the enclosed workplace.

The sign will include:

1. A black cigarette on a white background with the circle and the interdictory stroke in red.
2. The graphic symbol shall include the text “City of London By-Law”
3. Despite the fact that the symbol referred to is a cigarette, it shall include a lighted cigar, cigarette, pipe or any other lighted smoking instrument.

An enforcement officer, upon producing proper identification, may at all reasonable hours, enter any work place or any building or structure in which a workplace is situate and make examinations, investigations, or inquiries.

***Procedure***

* The Property manager will ensure that proper signage is posted and maintained indicating the facility as NO SMOKING.
* The policy will be reviewed with all staff, students and volunteers during orientation.
* The policy will be reviewed with all families enrolling participants in our care.
* The policy will be included in our Participant Handbook and Program Statements.

***Section Human Resources***

# Health And Safety – Health And Safety Policy

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

The Salvation Army London Village is committed to preventing occupational illness and injury in the workplace.

***Policy***

It is the policy of The Salvation Army London Village to have an occupational health and safety policy.

***Procedure***

* The Salvation Army London Village will provide and maintain a safe and healthy work environment as indicated by acceptable industry practices and compliance with legislation requirements.
* The Salvation Army London Village will strive to eliminate any foreseeable hazards which may result in fires, security losses, and damage to property and personal injuries/illnesses.
* The Salvation Army London Village will make every reasonable effort to provide suitable return to work opportunities for every employee who is unable to perform his or her regular duties following a work-related injury or illness.
* Supervisors will be held accountable for the health and safety of employees under their supervision. Supervisors are responsible to ensure that each employee is working in compliance with established safe work practices and procedures.
* Employees are expected to protect their own health and safety by working in compliance with the law and within any safe work practices established by the employer, ensuring that all reasonable precautions are taken.
* Every employee including contractors and sub-contractors must comply with the Safe Work procedures/practices and are required to report any incidents/injuries/property damage immediately.
* The Salvation Army London Village, as employer, is ultimately responsible for a workers health and safety. Any violation of safety rules and procedures by an employee will result in disciplinary actions and corrective measures.
* The employer is committed to providing recommended training for employees in areas that will help reduce risk of injury and/or illness.

***Section Human Resources***

# Health And Safety – Workplace Safety Insurance Board

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure appropriate care is given to employees who sustain a work-related injury or illness, as well as ensuring compliance with Workplace Safety and Insurance Board and Salvation Army regulations regarding workplace injuries or illness.

***Policy***

When an employee of The Salvation Army London Village sustains a work-related injury or illness, it is necessary for them to seek appropriate medical attention and to complete the required forms for Workplace Safety and Insurance Board and The Salvation Army.

***Procedure***

* Employee Incident Report to be completed for all injuries at time of incident or within 24 hours (Appendix #1). Report to be submitted to Program Director. File a copy in the personnel file and Health and Safety file in the administration office.
* Form 7 to be completed by Program Directors for all injuries requiring medical treatment by a physician or medical facility (Appendix #2). Form to be completed within 3 calendar days and forwarded to Workplace Safety and Insurance Board. Provide a copy to the worker and file a copy in the personnel file.
* Functional Abilities Form will be provided to staff in cases where a job may require modification and must be returned to Program Director the next business day (Appendix #3). Provide a copy to the worker and file a copy in the personnel file.
* If an incident/injury has the potential to require legal action then The Salvation Army Occurrence Report must be completed and submitted to the Executive Director (Appendix #4).
* If it is necessary for the employee to be transported to his/her physician, or medical facility, the employer will ensure this is done in a safe manner.
* Employees requiring time off work due to a work-related injury or illness will participate in the Early and Safe Return to Work Program (refer to Early and Safe Return to Work Policy).

***Section Human Resources***

# Health And Safety – Workplace Harassment, Discrimination And Violence Prevention

**pproved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

The Salvation Army London Village is committed to protect employees from any workplace violence.

***Policy***

The Salvation Army London Village employees are aware of Policy 7907- Workplace Harassment, Discrimination and Violence in the Workplace. On-Line training is provided upon orientation.

***Procedure***

* See Workplace Harassment, Discrimination and Violence Prevention Policy 7907 (Appendix #1), Formal Violence Incident Report Form (Appendix #2) and Workplace Harassment and Discrimination Formal Complaint Form (Appendix #3).

***Section Human Resources***

# Health And Safety – Emergency Equipment

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that the appropriate equipment is in good working order and maintained according to Government legislation, acts and regulations and placed in accessible locations for use by trained staff.

***Policy***

All Emergency Equipment used at the Salvation Army London Village will be maintained to the highest level.

***Procedure***

* The Property Manager will ensure that the fire extinguishers, fire alarm system and emergency lighting systems are maintained and inspected by a licenced and qualified service company on an annual basis.
* Any and all defects found during this annual inspection will be repaired immediately.
* Staff of The Salvation Army London Village are trained in the operation of the fire alarm system and the use of fire extinguishers.
* First aid kits, eye wash stations, and fire blankets are provided for each work area. They are inspected monthly by the health and safety representative and meet all legislative requirements.
* A Health and Safety representative will conduct monthly inspections of all work areas and will submit a report to the Property Manager (refer to Policy 4.4.0, Appendix #1).
* The Salvation Army London Village is equipped with a back-up Emergency Generator. The Property Manager has an authorized service company inspect and service this Emergency Generator on a bi-annual basis, along with manual monthly testing and inspection for start- up and fuel levels.

***Section Human Resources***

# Health And Safety – Equipment Use

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To prevent any workplace accidents while using equipment supplied by The Salvation Army London Village.

***Policy***

The Salvation Army London Village will ensure that all equipment supplied will be used in a safe working manner. For the purpose of this policy, equipment will be defined as anything used in the performance of your regular job duties.

***Procedure***

* When using equipment supplied by the employer it is expected that all manufacturers operating and cleaning instructions are followed to ensure warranty coverage, and that equipment is used in a safe manner to ensure there are no accidents or damage.
* All equipment should be stored in a secure location to prevent damage, misuse and loss of equipment.
* Every precaution is to be used to prevent damage to the equipment.
* When equipment becomes damaged, a Maintenance Request form is to be filled out as soon as possible and submitted to the Property Manager for repair.
* All damaged equipment should be tagged with a Do Not Use sign until it has been inspected and repaired or replaced.
* All equipment supplied is the property of The Salvation Army London Village and must remain on property unless otherwise authorized.
* Anyone found to be in non-compliance of this policy will be reprimanded.

***Section Human Resources***

# Health And Safety – Hazard Recognition, Assessment And Reporting

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

This policy outlines the process that The Salvation Army London Village uses to recognize, assess and control health and safety hazards in the workplace.

***Policy***

Any and all hazards that are identified will be brought to the attention of the Health and Safety representative for that area or program.

***Procedure***

* It is the duty of all workers to report any recognized hazards and that they are documented and reported immediately.
* If the hazard is minor and can be corrected in a safe and healthy manner by the worker and or Health and Safety rep, they should do so (i.e. moving boxes that are blocking a doorway).
* All other hazards that are more serious or require expertise should be dealt with by the Property Manager. If necessary outside sources will be called to correct the problem.
* Each hazard will be assessed for its loss potential, and health and safety controls will be put into place to ensure that activities can be performed with maximum safety.

***Section Human Resources***

# Health And Safety – Independent Contractors

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure the safety of all Salvation Army Village employees and the people we support while Independent Contractors are working on The Salvation Army property.

To ensure that Independent Contractors are following the Salvation Army policies and procedures.

***Policy***

The Salvation Army London Village will promote safe working practices by all Independent Contractors performing services on our property.

***Procedure***

* All contractors are expected to work within and follow all guidelines set down by Workplace Safety and Insurance Board (WSIB), Occupational Health and Safety Association (OHSA) and any other governing bodies.
* The Contractor will be responsible to ensure that all workers must wear personal protective equipment (P.P.E.). These items may include, but not limited to eye wear, hard hats, masks, safety footwear, harnessing etc.
* The Contractor will ensure that each worker be aware of his or her surroundings and work in such a way as to not endanger the Employees of The Salvation Army London Village.
* All non-compliances of this policy will be reported to the Property Manager. It is the responsibility of the Property Manager to discuss any issues of non-compliance with the Contractor.
* Ongoing non-compliance issues will be reported to the Ministry of Labour.
* All Contractors will be provided with a statement of conduct form (Appendix #1), which they will be expected to sign and return.

***Section Human Resources***

# Health And Safety – Ladders

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To prevent workplace accidents and injuries while using ladders.

***Policy***

Portable ladders are supplied for employees to be used appropriately and in a safe and conscientious manner.

***Procedure***

* Ladders provided are to be kept well maintained and all defects should be reported to the Property Manager. It is the responsibility of the employee to report all defects immediately.
* Ladders should be inspected before use to ensure they are safe and working properly.
* Tables, chairs and counters should not be used for providing height assistance. Ladders are provided for all heights above normal reaching.
* Permanent ladders affixed to walls for access to roofs or attic spaces are for use by the Property Manager only unless authorized by the Property Manager for use by contractors for work purposes.

***Section Human Resources***

# Health And Safety – Recycling And Conservation

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

The Salvation Army London Village will conduct their activities and operations to reflect best environmental practice in order to control and reduce our impact on the environment.

***Policy***

All programs will recycle any and all materials able to be recycled within the City of London and conserve energy to the extent possible within legislation and program standards.

***Procedure***

Recycling:

* All offices and programs will have access to recycling bins to collect recyclables.
* When bins are full they can be dumped into barrels located at the back door of the Administration building.
* All cardboard boxes must be broken down flat so as to not take up added space.
* When emptying bins into the barrels please make sure products are separated. Barrels are labeled, cans, plastic and glass, paper, and a separate area for all cardboard. Pop cans are kept in a separate container as marked. Pop cans are kept for monetary value and the proceeds are used for Salvation Army Mission work.
* Electronics such as televisions, radios and computers will be dropped off at the local electronics recycling depot by the Property Manager.
* Any non-recyclable materials such as paint and unused chemicals will be taken to an environmental drop off center by the Property Manager.
* There is a small container at the back door of the Administration building where the other recycling barrels are, marked for batteries. Please place any batteries in this container as there is a separate container for these at the recycle center. The Property Manager will see that these are disposed of properly.

Conservation Practices:

* Turn off lights in unoccupied areas of the building when safety will not be impacted.
* Turn off equipment that does not automatically ‘sleep’ or conserve energy.
* Make efforts to conserve energy, water and materials.
* Dispose of toxic waste as per municipal standards.

***Section Human Resources***

# Health And Safety – Safe Storage Of Tools

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure tools are stored in a safe and secure manner.

***Policy***

The Salvation Army London Village will ensure that all maintenance tools are stored in a locked room when not in use by the Property Manager.

***Procedure***

* All tools will be cleaned and inspected before placed into storage.
* Any tools found to be damaged will be taken out of service and tagged DO NOT USE.
* Tools that are found to be damaged will be repaired as soon as possible, either by the Property Manager or by an authorized repair service.
* Tools will be stored in a neat and orderly fashion so as not to cause damage.
* The storage room that the tools are kept in will be locked at all times. Keys to the storage room will be kept by the Property Manager.
* All tools are the property of The Salvation Army London Village and will not be removed from this property without permission of the Property Manager.

***Section Human Resources***

# Health And Safety – Bed Bugs

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure staff are educated and trained in the detection and management of bed bugs.

***Policy***

Staff will follow the procedures as outlined below.

***Procedure***

**Identifying an infestation:**

* Educate staff on the facts and myths regarding bed bugs.
* Identify areas of the site possibly infested (Appendix #1 ).
* If staff have knowledge that a program participant is coming from an environment with a bed bug infestation staff should follow the instructions as outlined on the checklist (Appendix #2 ).
* Contact your Program Director, Program Supervisor and/or On-call Designate immediately.

**When an infestation has been identified:**

* The Program Director will contact a pest control company to request an inspection of the site.
* Once an infestation is confirmed the Program Director will schedule treatment.
* Staff will prepare the site as per checklist (Appendix #3); pest control company may provide additional instructions.
* Programs may need to be closed or relocated while treatment is being completed; the Program Director in consultation with the Executive Director will make this decision.
* As directed by the Program Director participants and their families will be informed of the situation and action being taken including treatment and precautions to avoid re-infestation.

**After the infestation has been treated:**

* Have the home re-inspected by the pest control company.
* Ensure staff have instructions on what to do/not do after treatment for an infestation; ensure staff are clear on preventative measures to avoid re-infestation (Appendix #4 ).

***Section Human Resources***

# Health And Safety – Donated Food

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

The Salvation Army London Village being a charitable organization is sometimes offered donations of food. These donations assist our programs either by decreasing operational costs and/or also assisting our families. While we welcome food donations, it is equally important to ensure that food, distributed to the hungry or to our participants, is safe to consume.

***Policy***

All perishable food donated to the Salvation Army London Village shall be from an approved\* source. Any perishable food not from a reliable source will not be accepted.

The Salvation Army, respectfully, has the right to refuse any foods for donation.

The “best before dates” on non-perishable foods will be in compliance. Further inspection of non-perishable foods will ensure that packaging has not been compromised. (Example: cans not dented, packaging in good repair and not ripped).

Any non-perishable food without a current date or compromised packaging will be disposed of.

All foods donated to the Salvation Army London Village must be protected from contamination, and handled, processed packaged, displayed, served, stored and transported in a sanitary manner.

All potentially hazardous food must be stored, displayed and transported at a temperature of not more than 4°C or such higher temperature, or not less than 60°C or such lower temperature.

All frozen foods shall be kept frozen to maintain fitness for human consumption.

Appropriate documentation will be completed for all food donations (Appendix #1).

***Procedure***

* There are two categories of foods considered appropriate for donation. They are:

**Non-Perishable Foods (which include but are not limited to):**

* Fresh fruits and vegetables
* Baked goods (excluding those with cream or meat filling)
* Ingredient foods such as sugar, salt, ketchup, mustard, relish, jam, etc.
* Dry goods (i.e. grain, cereals, flour, nuts, etc.)
* Foods that do not require refrigeration
* Canned goods in sound condition with no dents or swelling

**Perishable Foods (which include but are not limited to):**

* Meats
* Dairy products (i.e. milk, yogurt, cheese, etc.)
* Eggs and egg products
* Seafood and seafood products
* Salads containing any high hazard foods
* All soups
* cooked grains and cereals (i.e. moisture added)
* Because of the high risk of food borne illness, the following foods are considered **unacceptable** for donation:
* Left over table food
* Left over perishable display food (i.e. from salad bars, buffets, etc.)
* Spoiled foods
* Home prepared foods
* Foods contaminated by insects, rodents, chemicals, etc.
* Sauces and gravies
* Ingredients that have not been stored according to the manufacturer's instructions
* Perishable foods which have not been maintained at a temperature below 4oC or above 60oC. (Except during preparation)
* Food approved for donation will only be placed into containers that are free from cracks and defects, capable of being thoroughly cleaned and have been thoroughly cleaned and sanitized by the food donor before food is placed into the container.
* All containers of food shall be labeled with the name of the supplier, a description of the food in the container, the date the food was originally prepared, and the date packaged.
* Frozen foods received may be thawed in a refrigerator, in cold water (i.e. at less than 4°C) as part of a cooking process, or in a microwave but shall never be thawed at room temperature.
* Frozen foods, after thawing at the charitable organization, shall be used or cooked immediately and if not shall be discarded.

A probe thermometer will be available to measure accurate temperatures of food.

* Perishable foods received should be used within 24 hours or “best before” date. (i.e. eggs, milk).
* Foods that require reheating will be reheated to an internal temperature of at least 74°C before serving.
* Any leftover foods exposed to reheating or handling shall be discarded.
* Appropriate documentation will be completed for all food donations. This information will include: Who supplied the donation, address and contact information of the donor, date and time of the donation, who made the delivery, shipping and receiving times, name of the items donated, temperature of the foods received (if perishable), condition of food at time of receiving, signature of person receiving food.
* Any refusals of food must be done with sensitivity and graciousness to ensure the reputation of The Salvation Army.

\* *APPROVED SOURCE* – a source that meets the requirements of Public Health

***Section Human Resources***

# Health And Safety – Emergency Preparedness Plan

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure staff of The Salvation Army London Village knows how to report and respond quickly and consistently in an emergency situation.

***Policy***

All staff will follow procedures as listed below.

***Procedure***

Tornado:

* Listen to the news. Have a radio in your location tuned to a station which gives frequent weather updates.
* In the event a WATCH is issued staff should closely monitor weather conditions; if possible post a weather sentry to monitor.
* Ensure flashlight and all emergency equipment is in good working order.
* Know your safe spots. They are found under doorways, near columns and/or other structural supports.
* Go to a safe spot: windowless interior room ie. bathroom, closet, walk-in showers, storm cellar, basement, or lowest level in the building.
* Get away from the windows.
* Get under a piece of sturdy furniture such as a workbench, heavy table or desk.
* Use your arms to protect your head and neck; encourage participants to do the same.
* Avoid places with wide-span roofs such as auditoriums, gymnasiums, cafeterias or shopping malls.
* Assist participants to safe spots and stay with them throughout.
* If outdoors:
* Get inside a building if possible
* If shelter is not available or there is no time to get indoors, lie in a ditch or low-lying area or crouch near a strong building.
* Be aware of the potential for flooding.

If in a car:

* Never try to out-drive a tornado.
* Get out of the car immediately and take shelter in a nearby building.
* If shelter is not available or there is no time to get indoors, get out of the car and lie in a ditch or low-lying area away from the vehicle.
* Be aware of the potential for flooding.
* If damage or injury occurs:
* Provide first aid or request medical assistance dependent on the severity of the injury.
* If a person is unaccounted for, immediately report to Emergency Medical Services (EMS).
* Advise Program Supervisor and/or Program Director and/or On-Call designate of the situation who will in turn inform Executive Director.
* Buildings will not be re-entered until fire department has given the “all clear”.

Earthquake:

* Know where safe spots are in the location:
* Under sturdy furniture, such as desks or tables
* Near columns
* Know danger spots:
* Near walls, windows and mirrors
* Under hanging objects
* Near unsecured furniture, household items
* Near areas with chemicals (ie. lawn and garden, paint, etc.)
* Know earthquake dangers:
* Broken Glass
* Falling debris/product
* Collapsed walls
* Fire/explosion from gas leaks
* During the earthquake:
* Go to a safe spot; assist participants to do the same
* Don’t panic; stay calm
* Move away from danger spots
* After the earthquake:
* Be cautious of falling debris
* If evacuation is necessary, assist participants to meet in the designated area as outlined in the fire safety plan
* If a person is unaccounted for, immediately report to Emergency Medical Services (EMS).
* Advise Program Supervisor and/or On-Call designate of the situation who will in turn inform Executive Director.
* Buildings will not be re-entered until fire department has given the “all clear”.

Bomb Threat:

* Stay calm.
* Listen to the caller carefully and ask the caller the following questions, making sure to write down the answers:
* Where is the bomb?
* When is it set to go off?
* What kind of bomb is it?
* What does it look like?
* Where are you calling from?
* Why did you place the bomb here?
* Make notes of the following:
* Description of Voice: Male/Female

Young/Old/Middle Age

* Accent/Tone of Voice
* Background Noise
* Is the voice familiar?
* Time of call
* Immediately sound the fire alarm; call 911 and proceed to evacuate the building in accordance with the fire safety plan.
* Staff will assist those requiring assistance to evacuate the building.
* All staff, participants and visitors move directly to designated safe area.
* Contact Program Supervisor and/or Program Director and/or On-Call designate as soon as possible, who in turn will contact Executive Director.
* Buildings will not be re-entered until fire department has given the “all clear”.

Chemical Spill:

If a chemical spill occurs:

* When you discover a spill, staff will guard the spill so others cannot walk through the spilled chemical. Get other staff to help prevent anyone from accessing the area, and to bring spill cleanup supplies.
* Notify a member of management immediately. Management will call the fire

department if necessary.

* If strong odors are present, open doors and use fans to ventilate the area.
* Determine the identity of the spilled material, and what hazards are present. Read

the container label. Refer to the MSDS for guidance on spill cleanup measures.

* Put on proper personal protective equipment. Before cleaning up the spill,

refer to the label/MSDS.

* If you experience shortness of breath, dizziness, headache or other abnormal physical condition as a result of fumes or vapors, immediately leave the area and notify a member of management.
* Properly store the spilled chemical and contaminated materials in a labeled

container or double plastic bag for disposal; keep products separated to avoid

potential reactions between chemicals.

* Wash your hands and remove contaminated clothing after the spill cleanup is finished.

When disposing of spilled chemicals and contaminated materials:

* Don’t pour anything on the ground except water.
* Don’t put hazardous chemicals in the dumpster or trash compactor (example: flammable products, fertilizers, pesticides, pool chemicals, auto batteries, paint, roof coating).
* Refer to the Material Safety Data Sheet (MSDS) for that product for proper disposal instructions.
* If you are uncertain about disposal of a product, ask for help from your supervisor/ director/property manager. For further information, call Emergency number indicated on the MSDS or **1-800-268-6060** – 24 hour service.

Gas Leak:

* On detection of a gas leak, immediately sound the fire alarm.
* On hearing the fire alarm CALL 911, proceed to evacuate the building, in accordance with fire safety plan.
* Staff will assist those requiring assistance to evacuate the building.
* Ensure doors and windows are closed upon exiting.
* All staff, participants and visitors move directly to designated safe area.
* Contact Program Supervisor and/or Program Director and/or On-Call designate as soon as possible, who in turn will contact Executive Director.
* When the “all clear” is given by fire department the building may be re-entered.

Contaminated Water:

* + Contact Program Supervisor and/or Program Director and/or On-Call designate as soon as possible, who in turn will contact the Executive Director.
  + Listen to the radio for the latest information. Do not call 911 for information, only to report a life threatening emergency.
  + In the event of a “Water Ban” declared by Public Health NO WATER will be used. Post signs at all sites i.e. taps and faucets.
  + In the event of a “Water Advisory” declared by Public Health, follow Public Health notice for treatment of water prior to use. Post signs at all sites.
  + After water advisory has been lifted – follow direction from Public Health for post contamination start-up.

Pandemic:

* A Pandemic will be declared by the Executive Director.
* If a Pandemic is declared all employees will:
* follow the direction of the Program Director/ Program Supervisor
* report for all scheduled shifts
* immediately contact their Program Supervisor and/or On-Call designate if they have been exposed to a pandemic virus and are unable to report for their scheduled shift
* if while at work, staff are directly exposed to a pandemic virus or if they begin to display the symptoms listed below, the Program Supervisor/On-Call designate is to be immediately notified and actions will be determined on a case-by-case basis. Symptoms are as follows: fever, headache, aches and pains, fatigue and weakness, extreme exhaustion, chest discomfort and cough.
* Follow infection control precautions while at work and wear any personal protective equipment as provided.
* If participants become ill and exhibit the above symptoms parents/guardians or the designated emergency contact will be required to pick up the participant until the participant is healthy, the symptoms have passed and are no longer infectious.
* Staff will isolate the participant from the others making sure to keep them comfortable until arrangements for transportation and supervision at the home can be made.
* The Program Supervisor and/or Program Director and/or On-Call designate will be made aware of the situation.
* If the spread of illness becomes widespread affecting participation and staffing, programs may be temporarily closed.
* Program closures will be at the discretion of the Executive Director in consultation with Program Directors; participants and their families will be notified by phone.

***Section Human Resources***

# Health And Safety – Housekeeping And Maintenance

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To identify standards for housekeeping and maintenance staff.

***Policy***

There shall be procedures for ensuring excellence in housekeeping and maintenance services.

***Procedure***

* Housekeeping and maintenance staff will be trained in all duties in the job description.
* Housekeeping and maintenance staff are required to complete training according to policy 6.3.0, with specific attention to:
  + Health and Safety training (on hire)
  + AODA (on hire)
  + WHMIS training (annually)
  + Fire Safety training (annually)
* To the extent possible, the performance of housekeeping and maintenance duties will occur with limited impact on program functions. This may include operating outside of normal business hours or working at times when space has been vacated.
* Any interactions with the people served by the Village are to be respectful, taking into consideration the functional abilities of the individuals served.
* Although not routinely exposed to blood and body fluids, housekeeping and maintenance staff shall be aware of universal precautions including the proper use of and access to personal protective equipment (gloves, masks and eye and clothing protection.)
* Each work area will have an assigned list of specific duties posted in the janitorial closet for that particular work area including their frequency of performance of the relevant maintenance and housekeeping duties to maintain the cleanliness and hygiene of the facility.
* The Property Manager will:
* Complete monthly inspections.
* Follow-up on recommendations issued by external inspectors.
* Review comments, suggestions and complaints of related services.

***Section Human Resources***

# Health And Safety – Maintenance Program

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To outline steps for property maintenance.

***Policy***

The Salvation Army London Village will maintain all property and buildings to ensure their longevity.

***Procedure***

* The Property Manager will conduct a weekly inspection of the grounds noting any issues which require repair. Concerns will be noted in the maintenance logbook.
* The Property Manager will maintain preventative maintenance lists outlining work to be completed daily, weekly, monthly, quarterly and annually. These lists will be kept in a file in the maintenance office.
* The Property Manager will maintain a list of current service contracts and agencies which may be called in as needed to address property concerns. These lists will be stored in the maintenance office.
* Pest control services will be provided monthly to address spiders and earwigs. Additional services will be requested as required by the pest control company.

***Section Human Resources***

# Terms Of Employment – Code Of Conduct

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To publish the organization’s Code of Conduct for its employees.

***Policy***

The Salvation Army London Village will implement all necessary measures to ensure that employees follow the policy outlined by Territorial Headquarters.

***Procedure***

* The organization will apply the definitions of and protocols on the organization’s Code of Conduct as described in the enclosed policy 5.1.0. (Appendix #1).

***Section Human Resources***

# Terms Of Employment – Code Of Ethics

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To provide guidelines for Salvation Army Social Service personnel regarding the expected manner in which they fulfill their responsibilities.

***Policy***

The Salvation Army Social Services Code of Ethics is expressive of the principles and purpose of The Salvation Army social services ministry providing a framework for the delivery of efficient and effective service.

***Procedure***

Please refer to the enclosed The Salvation Army Social Services Code of Ethics for Social Service Personnel (Appendix #1).

***Section Human Resources***

# Terms Of Employment – Computer Access And Usage

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To define the organization’s policy on computer usage and access.

***Policy***

The Salvation Army London Village will implement all necessary measures to ensure that employees follow the policy outlined by Territorial Headquarters.

***Procedure***

* The organization will apply the definitions of and protocols on computer usage and access as described in the enclosed Salvation Army Canada & Bermuda Territory Computer Access and Usage Policy (Appendix #1).
* The sign off for the Territorial Policy will not be used at the Village since this is covered on the Policy Acknowledgement Form.

***Section Human Resources***

# Terms Of Employment - Confidentiality

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that all information obtained from or about the individuals we support or from our colleagues is treated with respect and that it is used only within the context authorized by the individual giving the information.

***Policy***

All employees, students and volunteers are required to complete an oath of confidentiality and privacy. They pledge to maintain professional and ethical standards with respect to observing the strictest confidentiality at all times regarding the information acquired by them through involvement with The Salvation Army London Village to the limit of legal requirements.

Staff members not involved with a program participant are not permitted access to information concerning that person unless permission is granted by the Program Director.

Any breach of confidentiality and/or privacy may result in disciplinary action.

***Procedures***

* The Confidentiality Statement Form (Appendix #1) and the Privacy Policy 7920 (Appendix #2) will be reviewed during orientation.
* All information obtained during provision of service shall be treated as confidential and private.
* Information regarding individuals we support may be released only with the written consent of the program participant’s parent/guardian.
* Employees, students and volunteers are expected to use discretion in discussing matters related to the organization’s activities with people outside the organization.
* Any breach of confidentiality should be reported to their immediate supervisor.

***Section Human Resources***

# Terms Of Employment – Conflict Of Interest

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To outline possible conflicts of interest to be avoided by employees.

***Policy***

The Salvation Army London Village will do everything to protect the integrity of the organization while preserving the rights of individual staff members to participate as private citizens within their community. Conflict of interest could arise if an employee or someone whom the employee has a close personal relationship participates in a discussion, activity or decision-making process about a matter in which they will directly or indirectly benefit as an employee or cause undue hardship to the organization.

***Procedures***

* Employees will ensure that their outside activities do not conflict or raise questions of conflict with their employment responsibilities.
* Relatives of employees will not be employed in or transferred to jobs, which could result in conflict of interest. This includes jobs that place relatives in a supervisory/employee relationship and any position that could result in favouritism being shown to a relative. For the purposes of this policy, a relative is considered to be a spouse, parent, child, daughter-in-law, son-in-law, sister, brother, sister-in-law, brother-in-law, common-law spouse, and sibling or parent of common-law spouse.
* Employees may choose to volunteer on boards or committees of other organizations on their own time as long as there is no conflict of interest identified by their employer.

***Section Human Resources***

# Terms Of Employment – Dress Code

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that a standard of dress is established that enhances the image of The Salvation Army London Village and promotes health and safety.

***Policy***

* It is the expectation that all employees/students/volunteers will dress in a manner that reflects the nature of their job.
* All employees/students/volunteers must wear functional clothing (washable, comfortable, and seasonal).
* Kitchen employees/students/volunteers must wear hair pinned up with a hair net.
* Clothing bearing questionable slogans, beer, liquor, tobacco, marijuana or pornographic advertising are not permitted on The Salvation Army London Village property.
* If shorts, skirts or dresses are worn they must not be shorter than six inches above the knee.
* All employees/students/volunteers are discouraged from wearing keys, pens, or large chains around the neck or dangling earrings.
* The Occupational Health and Safety Act as well as the Workplace Safety and Insurance Board both provide direction on the use of footwear. It is in the best interest and health of all employees/students/volunteers to protect their feet in the most sensible and safest manner. Frontline employees/students/volunteers must wear shoes appropriate for both indoors and outdoors, with a non-skid sole and closed toe/heel (as program requires).
* If an employee/student/volunteer is required to wear slippers (i.e. in the infant room), these must be enclosed and have a non-skid sole.
* If the Program Director or any administrative employee, is required to work in the program, they must follow the same guidelines as front-line employees/students/volunteers.
* Maintenance employees/students/volunteers must wear steel-toed boots or shoes.
* It is recommended that employees/students/volunteers spending a lot of time outdoors in the winter wear clothing suitable for cold climates, i.e. boots, hat, mittens. Similarly, in the summer it is recommended that employees/ student/ volunteer protect themselves from heat and UV rays, i.e. sunscreen, hat, loose clothing.

***Section Human Resources***

# Terms Of Employment – Driver Education And Responsibilities

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that all employees are aware of the procedures to follow when using Village vehicles.

***Policy***

A copy of the employee’s driver’s license (“G”) and driver’s abstract must be on file. It is the responsibility of the employee to notify the employer of any “demerit points” incurred.

The London Village owns and operates vehicles for program participant transportation. Prior to driving a Village vehicle, an employee must successfully complete all necessary requirements.

Staff may not use their own vehicle for transportation of program participants.

It is the responsibility of the organization to ensure employee safety by maintaining mechanically sound vehicles and by ensuring that staff successfully complete the driver vehicle instruction.

London Village employees must ensure the safety of the program participants whenever they are passengers in a vehicle.

***Procedure***

* Prior to operating a Village vehicle, all employees must successfully receive the driver vehicle instruction from the Village Property Manager.
* Where a positive check is found, mitigating circumstances (if any) of a criminal conviction will be discussed with the candidate before a final decision is made. Factors to be considered are: the nature and number of convictions, the length of time since the conviction, rehabilitative efforts made by the applicant, the relevance of the conviction to the job description of the applicant, references obtained from past employers and the risk to The Salvation Army London Village and the people supported, if the applicant is employed.
* Drivers are insured under The Salvation Army’s vehicle insurance policy, while operating a Village owned vehicle.
* A “Vehicle Log” record shall be kept in a binder in the van and shall be completed on each use.
* A circle check must be completed by the driver around the vehicle each time the vehicle is used. The circle checklist will be kept in the binder with the vehicle log record. The driver must record any concerns on the log record as well as completing a maintenance order and submitting it to maintenance. Any concerns that need to be dealt with immediately should be addressed to maintenance or on-call.
* After each trip the driver must ensure that the interior is clean, doors are locked and lights are off.
* The Property Manager will be responsible to monitor the log book monthly and ensure any concerns are addressed.
* Drivers are responsible for any tickets incurred while driving, i.e. parking, speeding, seat belt violation, etc.
* Drivers are also responsible to ensure that all occupants are seat-belted and that the no smoking rule is enforced. If any occupant removes their seat belt, or starts to have behavioural difficulties, the driver must pull over to the side of the road (or stop in a parking lot) until it is safe to proceed.
* Passengers must be over 12 years of age to sit in the front seat of any vehicle with a passenger side airbag.

Every occupant should be buckled up, or properly restrained. Never allow the occupants to slide the shoulder belt behind them.

***Section Human Resources***

# Terms Of Employment – Expense Reimbursement

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To outline the procedure for reimbursement of approved work-related expenses incurred by employees.

***Policy***

The employer will reimburse employees for expenses incurred in the course of performing their job as approved by their Program Director.

***Procedures***

* The employee must submit original receipts for reimbursement.
* All expense claims should be submitted for reimbursement in a timely manner. Expense claims submitted more than six months after the expenses have been incurred are not eligible for reimbursement.
* Expenses under $100 should be submitted on a petty cash voucher (Appendix #1) and expenses over $100 should be submitted on a payment request form (Appendix #2).
* Employees are discouraged from using personal credit cards for business related expenditures.

***Section Human Resources***

# Terms Of Employment – Health Assessment

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that the health of all employees/students/volunteers of the organization meets the requirements of their job responsibilities.

***Policy***

All employees/students/volunteers will be required to complete a health assessment upon hire.

Employee/student/volunteer will immediately report to their supervisor any changes in their health as it relates to their job performance.

The Health Attestation Form will be completed annually.

***Procedures***

* All employees/students/volunteers must complete the Health Assessment Form (Appendix #1) within four weeks of commencing employment/placement. The date of the medical exam must be no greater than one year prior to the employee’s date of hire. This form will be kept in the employee’s/student’s/volunteer’s personnel file.
* All employees/students/volunteers must complete The Health Attestation Form (Appendix #2) at the time of performance appraisal. Any concerns or comments will be documented and the form will be kept in the employee’s personnel file.
* The employer/organization may, at their discretion, request a subsequent medical evaluation, to be completed by the employee’s/student’s/volunteer’s physician. In such a case the employer will pay up to $50.00 towards the cost of the evaluation, providing a receipt is submitted.
* Refusal to provide a health assessment will be regarded as insubordination.

***Section Human Resources***

# Terms Of Employment – Inclement Weather

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

This policy is to provide guidance to employees regarding attendance during times of inclement weather.

***Policy***

Employees are expected to make every effort in reporting to work during periods of inclement weather unless they are notified by the Program Director/Team Leader/On-Call Designate that they are not to report to work.

Employees who are at work when inclement weather persists shall not leave until a replacement employee arrives or the Program Director/Team Leader/On-Call Designate permits them to leave.

Employees who are unable to attend work will not be paid. At their option, full time employees may use vacation time if available. Employees calling in sick during a storm will be required to provide proof of illness if payment for sick leave is to be made.

Closure of programs, discontinuance of agency transportation and other service changes will be made with the authority of the Program Director and/or Executive Director. In these situations all staff will be paid for their scheduled shifts.

Where possible, radio announcements will be made and employees are encouraged to listen to radio stations CFPL 980 am and Q97.5 fm.

***Procedure***

* Employees need to consider alternate means of transportation (ie. public transportation, taxi) during periods of inclement weather.
* Employees should plan accordingly in giving themselves additional time to get to and from work.

***Section Human Resources***

# Terms Of Employment - Layoff

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To outline the conditions under which a lay off takes place and the procedures to be followed.

***Policy***

The Salvation Army London Village may, from time to time, have to lay off employees as a result of unforeseen circumstances including, but not limited to, cutbacks in funding and/or a reduction in enrollment.

***Procedures***

* Should it become necessary for the employer to reduce staff, the employer will first solicit voluntary lay-offs from among existing staff.
* Should there be no voluntary lay-offs, lay-offs shall occur according to employer-wide seniority. In the process of determining who will be laid off, primary consideration will be given to years of service, qualifications, and performance, as well as the overall impact on the quality and effectiveness of the organization.
* Notice of lay off will be given in accordance with the Employment Standards Act.
* Right to recall from lay-off prior to outside candidates being hired by the organization will be in order of years of service as well as qualifications and performance.

***Section Human Resources***

# Terms Of Employment – Media Relations

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To provide guidance to employees with regards to dealing with media.

***Policy***

Employees should direct all media queries, written or verbal, to the Executive Director.

***Procedures***

* All staff contacted by media must respond with courtesy and tact. Under no circumstances should a curt “no comment” statement be made. The appropriate response is to say that you do not have the information requested and then refer the media representative to the Executive Director.
* Actual program data such as number of participants served in the programs and nature of the service provided (statements contained in the general information produced by the organization) will be provided to the media and public by the Executive Director or his/her designate. Media queries relating to organization policy or procedures, statements about program participants that are personal in nature and any controversial situations must be referred to the Executive Director.
* Disagreement with existing policies or procedures or controversial issues that arise must never be discussed by a staff member with the public or the media. Appropriate internal communication policies should be pursued. An employee in disagreement with organization policy should discuss the matter first with the Executive Director.
* Written consent must be obtained from parents/guardians for the media to video tape or photograph program participants.

***Section Human Resources***

# Terms Of Employment - Parking

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that all employees/students/volunteers are aware of the parking policy for the Village.

***Policy***

The Village will not assume responsibility for damage to vehicles or personal property in your vehicles.

***Procedure***

* Employees/students/volunteers may park their vehicle in designated parking spaces.
* Parking spaces in front of cottage 4 and 5 have been designated as a drop-off and pick-up zone only. Parking in these spaces is time limited.
* There is no parking in front of the garbage dumpster.
* There is no parking in spaces designated for program vehicles.
* There is no parking around the oval as this is a fire route.
* When you leave your vehicle turn it off do not leave it idling.

***Section Human Resources***

# Terms Of Employment – Personal Communication Devices

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that all Salvation Army London Village employees, students and volunteers are focused on their job responsibilities throughout their scheduled hours of work. Also to ensure the privacy and confidentiality of all is maintained.

***Policy***

The use of any personal communication devices while on shift is prohibited (i.e. cellular phone, ipads, ipods, etc). This includes making or receiving calls, texting, taking photos, transmitting information in any form (photos, recording, etc.) to any source (Facebook, Twitter, emails, blogs, You tube or any other sources).

***Procedure***

* Upon arrival to the workplace all employees, students and volunteers will turn off any personal communication devices and store with other personal belongings.
* Employees, students and volunteers may access their personal communication devices during their scheduled break periods only and only in staff designated area (i.e. staff office).
* Employees, students and volunteers of The Salvation Army London Village are responsible to ensure visitors to The Village comply with this policy.
* Employees, students, volunteers of The Salvation Army London Village are responsible to report any breach of this policy to their immediate supervisor.

***Section Human Resources***

# Terms Of Employment – Personnel / Payroll Records

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that all personnel records are complete and contain pertinent information required by the employer and as legislated.

***Policy***

A personnel file shall be set up and maintained by the employer for each employee and files will be kept in a locked filing cabinet within their program administration office.

Files will be maintained for at least seven years after the employee has left the organization.

***Procedures***

* Each personnel file shall contain, at a minimum, the following information:
* Personal Data: name  
   address  
   phone number  
   date of birth  
   emergency contact information  
   Social Insurance Number
* Documentation (including but not limited):
* Position information record (employee status, rate of pay, start date, hours of work)
* TD1 (tax deduction form) (forwarded to payroll)
* Bank information for direct deposit (forwarded to payroll)
* Benefits forms (if applicable)
* Pledge of confidentiality
* Signed job description
* Conditions of Employment or contract as applicable
* Resume/application form
* Pre-Employment Reference Checks
* Written offer of employment
* Medical/Health Assessment and immunization record
* Copy of records of qualifications
* First Aid, CPR, CPI certificates, and any other training /certifications
* Vulnerable Position Screening
* Statement of Applicant to Work With Children, Youth and Vulnerable Adults form
* Acknowledgement of Policies and Procedures
* Copy of current “G” driver’s license
* Driver’s Abstract (if applicable)
* Any correspondence relating to employment
* Performance appraisals
* Documented disciplinary actions
* Records of professional development
* Records of all transfers and promotions
* Records of changes of information
* Records of salary adjustments
* Documents relating to any leaves
* Documents relating to termination of employment
* It is the responsibility of the individual employee to inform his/her director of any change of personal data.
* It is the responsibility of the Program Director to ensure that relevant information is transmitted to human resources/payroll staff and that the personnel files are properly maintained and all documentation is current.
* No information will be placed in a personnel file without the employee’s prior knowledge. The contents of all personnel files are confidential. Those people authorized to examine the content of personnel files are:
* Executive Director – all files
* Human Resources/Payroll – all files
* Program Director (files pertaining to staff under their supervision)
* Employee - own file
* The Ministry (as relates to the Program)
* The Salvation Army Accreditation Personnel

The procedure for employees wishing to access their files are as follows:

1. Employee must submit a written request to the Program Director.
2. The Program Director then will contact the employee to arrange a mutually acceptable time and location for the review to take place.
3. In the presence of the Program Director or designate, take the file to the desk stipulated in the immediate area (files and their contents will not be allowed to be taken from this area). Return the file to the Program Director or designate.
4. In the event that the employee feels the file contains incorrect information, the employee will be permitted to present evidence of the error. If adequate evidence is presented, corrections will be made within five business days.

***Section Human Resources***

# Terms Of Employment – Property Personal Damage

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To provide clear and consistent guidelines to employees regarding compensation for personal property damage.

***Policy***

The employer will consider reimbursement for damage to personal belongings/property on an individual basis.

The employee is responsible to ensure their personal belongings/property is stored appropriately.

***Procedure***

* An employee will make a request in writing within 48 hours if seeking compensation for damage and/or loss incurred in the course of performing their regular duties.
* The Program Director and Executive Director will review the request and make a decision based on circumstances and available resources.
* The employee will be notified in writing of the decision.
* Lockers and/or locked cabinets are available for use to store personal belongings.
* The employer does not assume any responsibility for items lost or stolen.

***Section Human Resources***

# Terms Of Employment - Retirement

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure an orderly transition from the work force to retirement.

***Policy***

The Employment Standards Act shall be followed for all employees regarding retirement.

***Procedures***

* All benefits will terminate with the retirement of an employee.
* An employee that has reached the normal date of retirement may submit a written request to the Program Director to extend the normal date of retirement. The Program Director in consultation with the Executive Director will:
* review the employment records.
* request a subsequent Health Assessment form be completed.
* interview the employee making the request.
* determine the current level of skill and physical ability of the employee against the requirements of the position.
* Determine whether the extension would be in the best interest of the organization, the employee and the program.

***Section Human Resources***

# Terms Of Employment – Staff Meetings

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To foster effective communication and team building.

***Policy***

Staff meetings shall be held at regular intervals at the direction of the Program Director.

***Procedure***

* All staff meetings will be chaired by the Program Director and or Program Supervisor.
* The Program Director will be responsible for determining the staff meeting agenda. Staff will be encouraged to forward suggestions for agenda items.
* Minutes will be taken of all staff meetings and posted and/or circulated to all staff members. All minutes will be kept in a binder.
* Staff attending staff meetings will receive remuneration as designated within their program.

***Section Human Resources***

# Terms Of Employment – Abuse Prevention Policy

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

The Salvation Army Territorial Abuse Policy is written in response to increased concern expressed by officer and lay personnel about the potential for abuse within our ministries and the need for a mechanism for response by The Salvation Army.

***Policy***

The Salvation Army will respond promptly to all allegations of abuse in accordance with the Territorial Abuse Policy (Appendix #1).

***Procedure***

* Every applicant shall complete a “Statement of Applicant For Work With Children, And Youth and Vulnerable Adults” form (Appendix #2). Any applicant who fails to complete the statement, or who refuses to make the representations contained in the statement, will not be permitted to work in any position which involves contact with children or vulnerable adults.
* The “Statement of Applicant For Work With Children And Youth and Vulnerable Adults” form will be submitted to Divisional Headquarters and forwarded to Territorial Headquarters, Personnel Department. This application will be checked through the “Territorial Abuse Registry” established and maintained in the office of the Secretary for Personnel.
* All employees/volunteers must complete the Online Abuse Prevention Training as appropriate to the program where they are working.

***Section Human Resources***

# Terms Of Employment – Travel Expenses

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To provide clear and consistent guidelines to employees for the reimbursement of travel expenses when using their own vehicle for business purposes.

***Policy***

Employees will be reimbursed for travel expenses incurred with prior authorization.

***Procedure***

* The travel must be authorized in advance by the Program Director.
* Upon completion of trip, a mileage voucher must be completed and submitted to the Program Director indicating mileage, purpose of trip, time, and date.
* The employee must submit a Mileage Voucher (Appendix #1) to claim mileage expenses. Mileage will be paid at the rate as set by Territorial Headquarters.
* Employees are responsible for ensuring that they have adequate vehicle insurance coverage for business purposes.
* When The Salvation Army London Village vehicle is available it should be used.

***Section Human Resources***

# Terms Of Employment – Vulnerable Person Screening

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To comply with Vulnerable Position Screening requirements of the provincial government and The Salvation Army. Both the Ministry and The Salvation Army requires all employees/volunteers/students working with vulnerable persons (i.e. children, seniors and individuals with disabilities) to have a Vulnerable Position Screening completed upon hire to ensure that the safety and well-being of those receiving support from The Salvation Army London Village are protected to the greatest degree possible.

***Policy***

The Salvation Army London Village requires all employees/volunteers/students to provide a Vulnerable Position Screening.

The Vulnerable Position Screening must be declared suitable for the Vulnerable Sector (VSS) Employment and must be current within 6 months previous to employment.

All volunteers/students will be included in this policy except those who are under 18 years of age.

The Executive Director or Designate may make an exception to this policy, if an individual is unable to fulfill this requirement due to extenuating circumstances. The employee/volunteer/student will be considered to be probationary until this policy has been satisfied.

***Procedures***

***Process for Obtaining Vulnerable Position Screening***

* The Vulnerable Position Screening shall be in the form of a “Vulnerable Position Screening” form. This form provides consent for the Police to conduct a criminal record check and a separate criminal reference check related to sexual offences, for which a pardon has been granted.
  + Applicants will be advised that they will need to provide a “Vulnerable Position Screening” form as part of the hiring process and every three years thereafter.
  + The “Vulnerable Position Screening” will need to be completed at the Police Department in the town/ city of an employee’s/student’s/volunteer’s permanent address.
  + In order to complete the process employees/students/volunteers will need to take 2 pieces of identification with them to the Police Department: photo identification and proof of address separate from the photo identification.
  + The information provided by the Police Department indicates: 1) Information of Concern on File 2) No information of Concern on File. Should “information of concern” be indicated on the form, the applicant must provide further information.
  + An offer of employment will be conditional until the “Vulnerable Position Screening” form has been provided by the candidate.
  + The Vulnerable Position Screening is the property of the applicant. Individuals are required to show the original form to their Team Leader and/or Program Director. In cases where there is a criminal offense for which a pardon has not been granted, the Team Leader must review the information with the Program Director and /or the Executive Director. A decision regarding employment will then be finalized.
  + A copy of the “Vulnerable Position Screening” form will be placed on the employee’s personnel file.

***Procedure in the Event of a Criminal Offence***

* + It is not the intention of The Salvation Army London Village to discriminate against those applicants with a criminal offence. The information will be kept in the strictest confidence in the personnel file and will be available only to the appropriate Director / Team Leader and Executive Director.
  + Where a criminal offence is indicated, mitigating circumstances (if any) of a criminal conviction will be discussed with the candidate before a final decision is made. Factors to be considered are: the nature and number of convictions, the length of time since the conviction, rehabilitative efforts made by the applicant, the relevance of the conviction to the job description of the applicant, references obtained from past employers and the risk to The Salvation Army London Village and the people supported, if the applicant is employed.
  + A decision will be based on the Program Director and Executive Director’s assessment of whether the candidate could be considered a high-risk person to have in contact with vulnerable persons.
  + The Program Director will document the discussion and the reasons for their decision.
  + The individual will be advised in writing of the decision.

***Responsibility for Costs***

* New employees are responsible for providing the Vulnerable Position Screening at their own expense. The cost of subsequent checks will be reimbursed by the employer.
* Volunteers are required to obtain a Vulnerable Position Screening and should submit any receipts for associated costs to the Program Director.

***Retention of Documentation***

* + All information obtained through a Vulnerable Position Screening is strictly confidential.
  + The result of the Vulnerable Position Screening will be kept in the individual’s file. If a candidate is not suitable for employment, all information regarding the Vulnerable Position Screening will be returned to the individual.

***Section Human Resources***

# Terms Of Employment – Social Media Communications

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that those using social media within our territory fully understand the value and risks that these forms of communication can bring to the ministry of The Salvation Army.

***Policy***

The Salvation Army London Village will follow the policy outlined by Territorial Headquarters.

***Procedure***

The organization will apply the definitions of and protocols on social media communications as described in (Appendix #1).

***Section Human Resources***

# Terms Of Employment – Substance Use In The Workplace

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

The London Village is committed to providing a drug and alcohol free environment.

***Policy***

The Village has a zero tolerance policy regarding substance abuse in the workplace. This means:

* No employee shall consume alcohol or use illegal drugs during working hours.
* No employee shall report to work under the influence of drugs or alcohol
* No employee shall be in possession of illegal drugs, alcohol or other intoxicants in the workplace. For the purposes of this policy, “in possession” includes employee lockers and other physical areas of the workplace.

Addictions are complex and require sensitivity but also have potential to negatively impact the experience of program participants. For this reason, any required accommodations will be offered in the context of what is in the best interest of the most vulnerable people. Therefore, any employee who is found in breach of the above policy will be relieved of their duties and may be subject to disciplinary action up to and including dismissal.

***Procedure***

**Reporting For Work**

Consumption of alcohol and the use of drugs on off-duty time can have a negative effect on an employee's ability to work in a safe and productive manner. It is the obligation of each employee to report for work in a condition which enables them to safely and competently perform their work responsibilities.

Employees should report to their supervisor where there is an indication that another employee is at work and is under the effect of drugs, alcohol or other intoxicants. The Village will immediately investigate and take appropriate action in situations where an employee is believed to be working under the effect of drugs, alcohol or other intoxicants. Indications may include a smell of alcohol or behaviour consistent with alcohol or drug use.

**Prescription Drugs**

Prescription drugs may only be utilized at work in the manner, combination and quantity prescribed by a licensed physician. Where the use of these prescription medications may have the potential to affect the safety and work of employees or participants in any way, the employee must advise their supervisor and seek further direction.

Employees must keep all personal prescription medications in a secure place while at work to avoid unintentional ingestion by participants.

**Treatment**

Where an employee with a drug or alcohol problem discloses their situation, and agrees to seek treatment for the problem, appropriate accommodation will be provided to allow the employee to participate in a suitable treatment program. Accommodations may include:

* Offering the use of the Salvation Army’s Employee Assistance Program.
* Allowing the employee to use available sick days and/or a leave of absence, if time from work is required, to receive treatment provided the employee is cooperating fully in a treatment program.
* Retaining the employee’s position at the Village while the employee is in treatment and cooperating fully in a treatment program.
* Allowing the employee to return to work after successfully completing the treatment program.
* All matters associated with an employee’s situation and treatment program will be kept in strict confidence. Divisional Headquarters Employee Relations will be consulted throughout the process.

**Expectations**

In the application of this policy, employees are expected to:

* Promote and participate in a working environment that does not tolerate the use of alcohol, illegal drugs or the misuse of prescription drugs in the workplace.
* Report to their supervisor where there is an indication that an employee is at work and is under the effects of drugs, alcohol, or other intoxicants.
* Cooperate in any investigation where there is an indication that an employee is at work and is under the effect of drugs, alcohol, or other intoxicants.
* Where an employee's use of drugs or alcohol effects their work, to seek assistance from a qualified practitioner such as a physician, specialist or counsellor, or an approved assistance program.
* Follow direction from the employer regarding treatment where it is believed the employee’s use of drugs, alcohol or other intoxicants is impacting their work. Failing to follow through on a treatment or accommodation plan could result in disciplinary action up to and including termination.

***Section Human Resources***

# Terms Of Employment – Staff Client Relationships

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure staff understand the importance of maintaining a professional relationship with participants and their families attending Programs at the London Village by defining prohibited and/or discouraged forms of “fraternization”.

***Policy***

Staff members must ensure their conduct is professional at all times and that their interactions with participants and their families reflects this conduct.

Staff members will not engage in relationships with program participants or their families outside of their regular job responsibilities that would place the integrity of the program or the agency at risk.

Forms of fraternization which are prohibited include:

* Dating relationships with program participants
* Personal assistance with finances
* Borrowing or lending of money
* Soliciting gifts from participants and/or their families

Forms of fraternization which require caution include:

* Social outings (outside regular job responsibilities)
* Offers of personal assistance (including performing errands, providing transportation, etc.)
* Socializing with family members of program participants
* Contact via social media (facebook, etc.)
* Dating relationships with family members of program participants
* Care provision outside of the work environment
* Acceptance or giving of gifts

Any staff member who also has employment through another agency to provide support to any program participants in another capacity separate from their role at the London Village will ensure they are maintaining each employment opportunity as separate entities. They will ensure confidentiality is maintained in each environment and will ensure each is treated as a separate and distinct employer.

Any staff member in violation of this policy will be subject to corrective disciplinary action, up to and including termination.

***Procedure***

* The policy will be reviewed with all new employees at the time of hire.
* Any staff member who maintains a relationship with program participants and/or their families as listed under “requiring caution” should be aware that their actions may come under scrutiny by other staff members and conduct themselves accordingly.
* If a staff member is questioning the appropriateness of an interaction outside the work environment or they are feeling pressured by a program participant and/or family member to participate in actions/tasks they are not comfortable with the staff member should consult with their Program Director.
* All staff are responsible for the reporting of any incidents of fraternization involving program participants, their families, themselves or other staff members which they feel place the integrity of the program and/or agency at risk. Reports are to be in writing and submitted to the Program Director.
* The Program Director will investigate and report findings to the Executive Director. The staff will be informed of the report and subsequent investigation and depending on the outcome of the investigation corrective disciplinary action may be taken.

***Section Human Resources***

# Performance Management And Development – Conflict Resolution

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To provide an acceptable and effective means for employees to bring concerns and complaints regarding their work environment to the attention of the employer.

***Policy***

Employees have the right to bring forth concerns and/or complaints for resolution.

***Procedures***

* Employees are required to put in writing any concerns and/or complaints regarding their work environment/work conditions to their immediate supervisor.
* The supervisor will meet with the employee in an attempt to reach a resolution.
* If the employee is not satisfied with the outcome the employee can submit a written appeal to their Program Director within five working days from the meeting date.
* The Program Director, will convene a meeting of all parties concerned to review the appeal. A decision in writing shall be rendered within five working days from the date on which the appeal meeting was convened.
* If the employee is not satisfied with the outcome the employee can submit a written appeal to the Executive Director within five working days from the meeting date.
* The Executive Director shall convene a meeting of all parties to review the concern within five working days. The decision, which will be final and binding, shall be rendered within ten days of the completion of the meeting.
* Each meeting will be documented and a copy will be provided to the employee and a copy placed in his/her personnel file.

***Section Human Resources***

# Performance Management And Development – Performance Appraisals

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To provide employees with an understanding of the performance appraisal process.

***Policy***

All employees will have their performance appraised at least once every twelve-month period, with the exception of the period during which the probationary staff performance appraisal applies.

***Procedures***

A standard process and form (Appendix #1) outlined in this policy are to be used except in cases where approved alternatives are preferable to capture more specific information. These alternative forms may be used at the discretion of the Executive Director and/or Program Director but should reflect principles consistent with this policy.

***Schedule of Appraisals***

The Probationary Appraisal

An appraisal of each employee’s performance will be made before the probationary period is over. The Executive Director and Program Director must determine whether the employee will successfully complete the probationary period. If the employee’s probationary appraisal indicates weaknesses that cannot be corrected or improved, the employee will be terminated from his/her employment before the probationary period is over. (Refer to policy on termination of employment.)

Annual Review

All permanent employees will have an annual review of their job performance, performed by their immediate Supervisor. Employees will be appraised on their performance in the achievement of previously set objectives and in the application of the appropriate job skills and knowledge.

The appropriate supervisor has the responsibility for:

* initiating the formal performance appraisal meeting;
* discussing and documenting objectives/targets for the coming year;
* appraising the employee’s performance in the achievement of previously set objectives and in the application of appropriate job skills;
* discussing, with the employee, any staff development (training) required, documenting any such requirements, and providing assistance and direction in the initiation of these plans;
* setting goals and objectives with established timelines; and
* reviewing the employee’s performance and objectives regularly throughout the appraisal period.

Periodic Appraisals

When a supervisor feels that an employee’s performance level has changed significantly (either improved or deteriorated), he/she may decide to conduct appraisals more than once a year.

***Performance Appraisal Process***

* + The employee is a participant in the review process and is given the opportunity to provide input.
  + As a basis for discussion, before the interview the supervisor and employee will independently complete the evaluation checklist in pencil. The employee will also need to outline accomplishments such as professional activities, seminars attended/given, and consider objectives for the coming year. Future objectives will be discussed during the interview so that compatibility with the organization’s goals can be identified.
  + Prior to the date of the review, the supervisor must share their review with their supervisor (i.e. Program Director or Executive Director).
  + The interview is intended to give employees the opportunity to express their opinions about the position and about their performance and abilities and to discuss any managerial/supervisory assistance that would be helpful, suggestions for self-improvement, career goals, and working environment.
  + After the interview, the supervisor will complete the Evaluation Checklist Form and the employee will sign it. The employee’s signature does not indicate agreement with the evaluation but participation in the process. If the employee does not agree with the review, they should indicate this on the form, stating reasons why.
* In the event that an employee does not agree with their review, he/she may request a meeting with the Program Director or Executive Director to discuss their concerns.
* Criteria established for evaluation may include:
* accomplishment of objectives
* compliance with job description
* compliance with policies and procedures
* performance aspects including professional knowledge and skills, productivity, initiative, problem solving, communication and documentation skills, professional development activities

***Section Human Resources***

# Performance Management And Development – Professional Development And Training

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To encourage the professional development of employees through attendance and participation in approved meetings, seminars, in-house training programs and outside courses that are directly related to the employee’s job and that will help employees to improve job performance.

***Policy***

The employer shall assess the global training needs within the organization on an annual basis and develop an annual training plan. The identified training needs will be prioritized in the following manner:

* Legislated and/or mandatory training courses.
* Specific job-related training needs as required by individual programs.
* Professional development as requested by individual employees.

Reimbursement for costs incurred for approved training will be processed once original receipts are submitted to the Program Director.

***Procedures***

* ***Professional Qualifications***

Employees are responsible for maintaining professional qualifications and any registrations with professional bodies required by their position as laid out in the job description.

* ***Mandatory In-House Training***

Employees required to attend mandatory training beyond regular work hours will be compensated as each program budget permits. Program Directors will advise employees of any compensation prior to each training session.

In-house training is provided at no charge for all employees. The table below outlines various in-house training required of our employees for each program.

Employees failing to maintain their required certification or provide the employer with proof of same may be suspended without pay from their position until they have provided the employer with documentation indicating their certification is current.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Training | Frequency | Adult Day Program | Respite Program | Day Care |
| Abuse Prevention | Upon Hire | X | X | X |
| Abuse Refresher | Annually |  | X | X |
| Accessible Customer Service | Upon Hire | X | X | X |
| Standard First Aid | 3 years | X | X | X |
| CPI | Annually | X | X |  |
| WHMIS | Annually | X | X | X |
| Back Care | 2 years | X | X | X |
| Fire Safety | Annually | X | X | X |
| Food Handler’s Certificate | 5 years | X | Recommended | X |
| Violence in the Workplace | Upon Hire | X | X | X |

* ***Specific Job-Related Training per Program Needs***

The organization may, at its discretion, offer employees the opportunity to attend seminars, workshops, training programs or courses that are directly related to their job, for the purpose of professional development and improved job performance.

In this instance the organization will assume the financial responsibility for registration and associated costs as agreed upon prior to registration.

* ***Employee-Initiated Professional Development***

An employee wishing to attend a seminar, workshop, training program or course for professional development shall first submit a Staff Development Application form (Appendix #1) to their Program Director. The Director will determine the appropriateness of the training as it directly relates to the employee’s job and the extent to which the organization is prepared to contribute financially to the overall cost. The Director will review the decision with the employee. Decisions will follow OP 3113 (Appendix #2).

* Training and Development will be approved or authorized as follows:

|  |  |
| --- | --- |
| Mandatory Salvation Army Training | No approval required |
| Mandatory Funder-Specific Training | No approval required |
| Training provided by a Funder at No Cost | Approval by the Executive Director |
| Train-the-Trainer Training (to reduce internal costs) | Approval by the Executive Director |
| Optional Training – Under $100 or up to 2 days | Approval by the Executive Director |
| Optional Training – Over $100 or more than 2 days | Approval by the Divisional Commander |
| Divisional Training/Conferences | Approval by the Executive Director |
| Territorial Conferences | Approval by the Divisional Commander |
| Education from an Accredited Post-Secondary Institution | Approval by the Divisional Commander |
| Any Training over $50 for the Executive Director | Approval by the Divisional Commander |

***Section Human Resources***

# Performance Management And Development – Progressive Discipline

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To provide guidelines which will address and resolve, with consistency, unacceptable job performance.

***Policy***

The term progressive discipline implies that the employer is willing to provide the employee with an opportunity to modify their behaviour with respect to unacceptable conduct or work habits. It is not intended to downgrade, embarrass or negatively affect the dignity of the employee. Discipline will be administered as fairly, objectively and consistently as possible. Discipline will demonstrate management concerns and not be vindictive.

***Procedures***

***Supervisory Responsibility***

The Program Director, in conjunction with the Executive Director is entrusted with the authority to administer discipline to his/her employees and is responsible for managing within the policies and procedures of the agency.

The Program Director is responsible to ensure that the staff understands the expected standard, to provide appropriate orientation and training to help the staff meet the standard, and to provide remedial assistance which might include progressive discipline.

***Process***

Progressive discipline is normally a four-step process, except for conduct, which, because of its seriousness, justifies omitting one or more steps. The four steps include:

* Step One – “Letter of Counsel”
* Step Two – “Letter of Warning”
* Step Three – “Suspension”
* Step Four – “Termination”

With the exception of termination, the Program Director will provide recommendations to the employee to assist in achieving the expected standard.

Divisional Headquarters will become involved prior to termination of any employee.

**Step One – “Letter of Counsel”**

An interview will take place in a private place with the employee and supervisor as well as any other parties deemed necessary. In the interview the supervisor should discuss the behaviour that has been observed, indicate proper procedures and policies, and ask for and listen to the employee’s response. The supervisor and employee should then discuss appropriate solutions with a date specified when improvement is expected. The employee will be informed that this interview will be followed up with a non-disciplinary letter of counsel. A copy of the letter of counsel, along with any other documentation relating to the interview, will be placed on the employee’s personnel file.

If the problem is more serious in nature, the employee should also be advised that another such incident may result in disciplinary action, up to and possibly including discharge.

**Step Two – “Letter of Warning”**

The interview process as outlined in Step One will take place. At Step Two the employee will be informed that they are receiving a written reprimand (“Letter of Warning”). The letter of warning will detail the problem, prior actions and specific time period for correction including any suggestions management may have to assist the individual in being successful. At this point the employee will be warned that they should expect any further incidents to result in disciplinary action, up to and possibly including discharge. A copy of the letter of warning, along with any other documentation relating to the interview, will be placed on the employee’s personnel file.

**Step Three - Suspension**

The length of the suspension will be dependent on the seriousness of the offense and whether there has been a prior discipline for the same offense. A disciplinary letter should also follow up the suspension to the employee, with a copy put in the personnel file and sent to the Executive Director. The letter should include a statement on the incident that occurred, the time the behaviour was unacceptable and future disciplines that might be taken if the behaviour is not corrected. The date for a follow-up meeting should also be specified.

**Step Four - Discharge**

This step will be used only when there is no alternative available and only with the express consent of the Executive Director and Divisional Headquarters.

***Disciplinary Guidelines***

The requirements of corrective discipline are as follows:

* + The standards of performance must be reasonable and must be known to the employee.
  + The employee must expect disciplinary action if the standard is not achieved.
  + All standards of performance must be objectively and consistently enforced.
  + There must be documented evidence that the employee did not meet the standard.
  + The employee must be made aware that his/her behaviour is unacceptable.
  + Corrective action should be taken immediately after the alleged violation. Before discipline is administered the employee must be provided with an opportunity to offer an explanation.
  + Written confirmation of all disciplinary action will be given to the employee, normally within five working days following the disciplinary interview. A copy of all documentation will be placed in the employee’s personnel file and may be relied upon in future proceedings. Written evidence must include dates, times and specifics concerning the standard that was not achieved.
  + All disciplinary action must respect the privacy of the individual.
  + Discipline will be administered as fairly, objectively and consistently as possible. The severity of the discipline will take into account:

1. the seriousness of the problem
2. the employee’s length of service, performance record and his/her explanation for the behaviour
3. willingness of employee to find means to meet the performance standard
4. are there any special mitigating circumstances in his/her favour; this would include determining if deficiencies on the part of management, such as lack of training, contributed to the behaviour
5. past precedents - how have similar problems been dealt with in the past
   * Situations that are deemed serious and where the continued presence of the employee could create a problem, the Program Director is authorized to remove the employee from the premises, pending a disciplinary interview scheduled by the Program Director. Removal may include:
6. transfer to another location
7. assigned home with pay, pending investigation

***Steps to Follow before Discharging an Employee***

* Suspend the employee and initiate a thorough investigation in order to obtain all the facts (unless there are absolutely no facts in dispute and the conduct calls for summary dismissal).
* Obtain all the facts, including any remarks the employee in question might care to make.
* Determine whether there is a policy that calls for dismissal based upon the facts involved.
* Determine whether the employee was aware of the policy in question.
* Determine whether there have been any exceptions to the policy.
* If there have been exceptions, determine if the factual situation at hand fits any of the exceptions.
* If this is the first discharge case under a particular policy, double check the original purpose and intent of the policy and confirm that it is still a timely and proper one.
* If the discharge has been brought about because of the disciplinary procedure, recheck to make sure that all past steps or procedures have been properly followed.
* Make sure the employee’s file contains the proper documentation and witnesses statements to support the discharge case.
* Provide written notice of discharge to the employee.

***Section Human Resources***

# Performance Management And Development – Recognition Of Service

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To enhance employee service and show appreciation for services performed.

***Policy***

The London Village will have a Service Recognition Awards program.

***Procedure***

* After 10, 15 or 20 years of service a certificate to be signed by the Divisional Commander.
* After 25 years of service, a certificate to be signed by the Territorial Commander.
* In addition to the certificates listed above, a gift will be presented based on the following:

Years of Service Gift Value

10 years $100

15 years $150

20 years $200

25 years $250

30 years $300

35 years $350

***Section Human Resources***

# Performance Management And Development – Secondment

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To define the conditions under which secondment to another agency to perform specific activities will take place for the employees of the organization.

***Policy***

Secondment will be at the discretion of the Executive Director.

***Section Human Resources***

# Performance Management And Development – Student Placements

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

We believe that a student completing co-operative placements in their related fields is valuable for them to gain experience, to observe child development and to receive mentoring from experienced Early Childhood Educators. Policies and procedures in regards to the supervision of placement students in our program will assist in ensuring the safety and well-being of the children in our care.

Students in Recognized Apprenticeship Programs are considered to be employees of our centre.

***Policy***

Placement students may not be counted in the staffing ratios in the child care centre.

Direct unsupervised access (i.e. when the adult is alone with a child) is not permitted for persons who are not employees of the child care centre.

No child will be supervised by a person less than 18 years of age.

***Procedure***

* Every student placed at The Salvation Army Village Day Nursery will be involved in an Orientation Process which will include:
  + Review of policies and procedures in our centre

Including: Accessibility

Anaphylaxis/Allergies

Behaviour Management

Cell Phone usage

Code of Ethics

Computer Usage

Confidentiality

Dress codes

Health and Safety Policies

Respect in the Workplace

Violence in the Workplace

Smoking

Outdoor supervision of children

Fire Safety Plans

* + Training WHMIS (on line)

Child Abuse Training (on line)

Fire Extinguisher Training (on line)

Use of an Epi-Pen (demonstration)

* + Tour of Facility Fire Safety Plans

Fire Extinguishers

Fire Pull Stations

Electrical Panels

First Aid Kits

Health and Safety Bulletin Board

Individual child’s allergies/food exclusions in centre

Janitorial room

Eye wash station

* + Other: Use of cleaning products, review of cleaning routines

Review of the flowchart of the program outlining the communication process and expectations

Time of lunch, breaks

Review of the centre’s expectations in regards to

absenteeism

Review of all forms and written documentation

Review of schedules, routines

Copy of staff phone number list

* Each student will have a file with the student’s name, start and end date. Each file will contain forms acknowledging the reading of policies, orientation checklist, certificates of online training, personal contact information, copy of the student’s Vulnerable Position Screening (where applicable), medical assessments, supervisions, and any contracts signed by the Educational Institution and the centre.
* Each student will be assigned a schedule and a mentor in our program. Ideally the student will have the same schedule and shift as the mentor.
* Each student will have a meeting with their mentor weekly. These meetings should include feedback on progress. Review of any program planning. Completion of necessary educational forms.
* Staff mentors will be expected to complete all necessary documentation including supervisions for the student. These should be reviewed by the Program Director prior to being presented to the student.
* Students will be expected to complete a “Volunteer Hours Form”. This form is used for statistical purposes of The Salvation Army.
* When visits are made by the Educational Institution’s placement faculty it is expected that these are scheduled to ensure that the student, the mentor and the placement faculty can all be present and at a time that is most convenient for our staff. At no time should placement faculty meet with the placement student without the mentor present. Communication should be transparent.
* Prior to completion of the placement, students will complete an Exit Interview. These will be kept on file for future Quality Assurance in our centre.

***Section Human Resources***

# Termination Of Employment – Employee Resignation

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that adequate notice is received in the event of employee separation.

***Policy***

It is expected that a program staff leaving the employment of the employer provide a minimum of two weeks’ notice in order to reduce the disruption to normal activities. Management staff leaving the employment of the employer should provide a minimum of one month notice in order to ensure proper replacement and orientation to the position.

***Procedures***

* Management staff should submit notice in writing to the Executive Director.
* A program staff should submit notice in writing to the Program Director.
* Once a staff has been processed through Divisional Headquarters and payroll the Executive Director, Program Director or designate will complete and submit an Exit Checklist to [onghr@can.salvationarmy.org](mailto:onghr@can.salvationarmy.org) (Appendix #1).

***Section Human Resources***

# Termination Of Employment – Exit Interviews

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To solicit the views of personnel who are leaving the employer as part of the ongoing process of evaluating the organization. This interview will not become part of the individual’s personnel record but will act as a measure of evaluation of the organization.

***Policy***

Upon receipt of written resignation, the employee will be offered the opportunity to have an exit interview. Exit interviews will be done in person with the Program Director or designate. If this is not possible, exit interviews may also be done by phone, email or by mail. Completed exit interviews are to be reviewed in September by committee.

***Procedures***

* The Program Director or designate will contact the employee prior to their last shift to determine a date and time for the exit interview (Appendix #1).
* If an exit interview is mailed, the survey will be sent with a self-addressed, postage paid envelope.
* Copies of all exit interviews will be maintained in a binder, in each program. For purposes of confidentiality the Program Director will keep these in a locked area.
* Annually, the Quality Assurance Committee will review all of the Exit Interviews.
* Feedback from these will be complied in a report and forwarded to the Management Team for review.
* Members of the Quality Assurance committee will present the feedback to the staff and action plans will be created. The Quality Assurance Committee will review these at each meeting.
* The Executive Director will share the annual feedback and action plans with the Community Council.

***Section Human Resources***

# Termination Of Employment – Letters Of Reference

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To state the organization’s policy on reference letters requested by employees.

***Policy***

The organization will provide, at the request of the employee, a verbal or written reference to a prospective employer.

***Procedures***

* The organization will provide, at the request of an employee, a verbal or written reference to a prospective employer. Information regarding the employee’s position(s), start date, and responsibilities will be given. The Program Director is the only employee authorized to release this information for this purpose. All requests for letters must be made to the Program Director one week in advance of when they are required.
* Employee’s who require a personal reference for entrance into an Academic Program may request this through their Program Director. Such a letter should be signed by the Program Director with a copy of the reference placed on the employee’s personnel file.
* Written consent will be requested from the employee prior to issuing any form of reference.

***Section Human Resources***

# Termination Of Employment – Severance

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To outline the organization’s policy on severance.

***Policy***

Severance will be in accordance with the requirements outlined in the Employment Standards Act of the Province of Ontario, and as approved by DHQ.

***Section Human Resources***

# Termination Of Employment – Termination

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure a consistent and fair approach to employer-initiated terminations of employment.

***Policy***

Termination of employees will be carried out in a fair and consistent manner.

***Procedures***

***Termination with Notice***

* + For a regular employee, in case of redundancy, or unsatisfactory performance that the employee and his or her supervisor working together have been unable to correct, the employment may be terminated as outlined in the Employment Standards Act.
  + The employee may, at the discretion of the employer, be required to work during all or part of the notice period, may be instructed not to report for work, or may be excused from work. In all of these cases, any termination payment will continue until the effective date of termination, except in the following circumstances: the employee is on notice and is expected to report for work, but declines or refuses to report as scheduled and/or perform his or her normal duties. In this case, the employee will be considered to have resigned without notice and payment will not be continued.

***Termination without Notice***

The organization is not required to give notice to any employee if:

* The employee has worked less than three months (i.e., is on probation).
* The employee was hired for a pre-arranged period of time or a specific unit of work that does not exceed twelve (12) months.
* The employee is laid off only temporarily.
* The employee is guilty of willful misconduct.
* The work agreement is impossible to carry out or is frustrated by an unforeseeable event or circumstance. i.e., fire, flood, or other **Act of God**.
* An employee has refused reasonable alternative work.
* An employee does not return from lay-off within a reasonable time when requested to do so by the employer.

***Section Human Resources***

# Governance – Accessible Customer Service

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To outline how the Salvation Army London Village will work towards providing excellent customer service to all clients, including those with disabilities.

***Policy***

All Salvation Army London Village employees will be trained in the Accessible Customer Service Policy and London Village Plan at the time of hire and thereafter as changes are made.

Training will be in accordance with applicable legislation and regulations and the Territorial Policy 7912 (Appendix #1) on Accessible Customer Service.

The Accessible Customer Service plan (Appendix #2) of The London Village will be posted in each program location.

***Procedure***

* All employees will complete Accessible Customer Service training either through scheduled training sessions or web based training..
* On an annual basis, the Program Directors will forward a summary of employees trained on this topic, to the Executive Director.
* The Executive Director will ensure that all mandatory reporting is completed annually.
* The Management team will review the policy, practices and procedures annually and will disseminate any changes made to staff in a timely manner.

***Section Human Resources***

# Governance – Abandonment

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure the care and safety of adults and children supported in programs at The London Village.

***Policy***

Any adult or child not picked up within one hour of the designated pick-up time without prior notification will be considered an abandoned person and the procedure as outlined below will be implemented.

***Procedure***

* Program staff will call all contact numbers (home, work, cell) of the parent/ guardian/ primary caregiver.
* Program staff will call the emergency contact numbers.
* If contacts are reached arrangements for immediate pick up will be made.
* If staff are unsuccessful in reaching someone or receive a response indicating they will not pick up then program staff will:
  + Contact their Program Director and/or Team Leader and/or Program Supervisor and/or On-Call designate as appropriate to obtain support and counsel.
  + Contact the appropriate emergency support to file a report. A child under the age of 16 years (regardless of cognitive ability)will be considered abandoned and the Children’s Aid Society will be contacted and a report filed. An adult over the age of 16 years will be considered homeless and the London Police will be contacted and a report filed.
* Program staff will remain with the individual until the Children’s Aid Society/ London Police have arrived unless otherwise instructed by their immediate supervisor.
* Program staff will gather and/or prepare information regarding the individual’s support needs to provide to the Children’s Aid Society/ London Police.
* The Children’s Aid Society/London Police will intervene as dictated by their mandate.
* In the case of an adult, if London Police are refusing to intervene the adult will be transported to the hospital and program staff will seek an admission based on the person’s inability to take care of him/herself and their vulnerable status.
* A Serious Occurrence Report will be filed with the appropriate Government Ministry and/or governing body.

Note: The expectation of The London Village will be that the individual is unable to remain in our care and that the emergency support contacted will assist in the transition to the appropriate facility/ resource.

***Section Human Resources***

# Governance – Crisis Communications

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

The Salvation Army London Village will comply with the operating policy of Territorial Headquarters which relates to internal and external communications during an emergency and/or crisis situation.

***Policy***

In an emergency and/or crisis situation that could materially influence the perception or reputation of The Salvation Army, Policy 8302-Crisis Communications (Appendix#1) will be adhered to.

In any emergency and/or crisis situation the Executive Director and/or Designate will be immediately notified.

Under no circumstance will any employee of The Salvation Army London Village respond or comment to external sources.

***Procedure***

* The employee shall immediately notify the Executive Director and/or Designate.
* The Executive Director and/or Designate will notify Divisional Headquarters.
* The employees shall follow directives provided by those in authority of the crisis situation.

***Section Human Resources***

# Governance – Employee Relations

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that internal work relationships are mutually respectful and trustworthy.

***Policy***

The Salvation Army London Village will adhere to the philosophy of employee management as defined by Territorial Headquarters’ Operating Policy 3100.

***Procedure***

* Follow Employee Relations policy as outlined (Appendix #1).

***Section Human Resources***

# Governance – Facility Rental

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To provide outside agencies with consistent rules and regulations in regards to the short term rental of our facilities.

This policy addresses risk management and protects The Salvation Army London Village against security issues and unnecessary maintenance, repairs and utility costs.

***Policy***

Each agency will sign a Rental Agreement Form (Appendix #1)and a Waiver Of Liability And Indemnity Form (Appendix #2 or #3). This agreement will be reviewed annually with the renter and immediately with any revisions.

Each Agreement will include the following:

* Fee structure and payments
* Proof of Insurance
* Signing a waiver
* Cancellation policy
* Gymnasium rules (if applicable)

Facility keys must not be duplicated.

***Procedure***

* Any person interested in facility rental will be directed to the Executive Director.
* Tours of our facilities will be arranged with the Property Manager during business hours.
* Once the time and location are agreed upon, an appointment will be made to sign a waiver form and Rental Agreement.
* Once an agreement and waiver is signed there will be no refunds on cancellations.
* An initial deposit will be requested for facility keys.
* Parties interested in one time rental will pay immediately upon signing of the Rental Agreement.
* Receipts will be issued for all payments.
* Cash and cheques will be accepted. Payments may be mailed or made in person during business hours (Monday to Friday 9:00am to 4:00pm).
* Rent is due on the first of each month. Payment not received within 30 days will result in termination of the rental agreement.
* Keys must be returned upon termination of the rental agreement.

***Section Human Resources***

# Governance – Fundraising Committee

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

The Salvation Army London Village is supportive of ongoing fundraising opportunities for The Village to raise funds for the enhancement of The Village facility and programs.

***Policy***

A Standing Committee for fundraising will oversee and review all fundraising activities.

The term for committee participation will be two years minimum to a maximum of 6 years.

***Procedure***

* The Fundraising Committee will meet 8 times per year, minimum.
* Representation on the committee will include an employee from each of the programs and the Executive Director.
* Generally, meetings will be held during regularly scheduled working hours. In the event meetings are held outside of these hours, the employee will be compensated for their time.
* The Chairperson will be a member of the Fundraising Committee. The Chairperson will be responsible for circulating an agenda. The Chairperson will also be responsible to send a report to the editor of the “Village People…Pulse Line” to ensure that committee work and updates are being communicated to our employees.
* Each committee member will be responsible for updating their respective programs at monthly staff meetings.
* The committee will have a note taker. The note taker for the next meeting will be decided at the end of each meeting. Accurate minutes will be kept of each meeting. These minutes will be circulated as soon as possible after each meeting, no longer than 5 business days. A copy of the minutes will be sent to the Administrative Assistant in the Main Building. The Administrative Assistant will keep a binder with all minutes in the Main Building.
* It is expected (assumed) that any person agreeing to attend these meetings have reviewed agenda, minutes and come prepared to be an active participant. Regrets should be sent through the Chairperson of the committee.
* Responsibilities include (but not limited to):
  + To organize and co-ordinate a program of fundraising initiatives and activities.
  + To produce follow up literature to sponsors in the form of thank you letters.
  + Dialogue with Public Relations representative to encourage on going relations with the media.
  + Where necessary co-ordinate volunteers to help seek sponsorship through personal contact.

***Section Human Resources***

# Governance – Public Complaint

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

The London Village welcomes inquiries, suggestions, and constructive criticism regarding its programs, personnel, operations and facilities.

***Policy***

Any parent/guardian, student, resident or community group shall have the right to present a request, suggestion or complaint. The Village intends to provide a fair and impartial method for seeking appropriate resolution.

A complaint will only be validated when the complainant identifies their self with name and call back information.

Attempts to resolve public concerns and complaints shall begin with informal, direct discussions among the affected parties, following the established procedures and organizational structure. Only when informal meetings fail to resolve the issue shall more formal procedures be utilized.

***Procedure***

* When a complaint or request is received, the person receiving the complaint will document concerns on the Public Complaint Form (Appendix #1) and ensure it is passed on to the appropriate person or designate within the next business day. **It is important that the** **appropriate person receives the complaint.** This procedure will occur regardless of how the complaint is received whether it is in writing, by phone, or in person.
* **FIRST LEVEL**: Program specific complaints and requests shall be addressed initially to the Program Director who shall discuss it with the complainant and attempt to provide a reasonable explanation or take appropriate action within their authority.

As appropriate, the Program Director shall report the matter and the resolution to the Executive Director.

All other complaints and requests shall be addressed by the Executive Director.

The Program Director or Executive Director will complete a “Complaint Form”.

A copy of the “Complaint Form” will be kept in a binder in each program.

Annually, the binders will be reviewed by the Quality Assurance Committee. Any trends will be reported to the Management Team.

The Management Committee/Program will identify solutions. A summary will then be shared with the Community Council.

**Action Plan will be as follows:**

* **SECOND LEVEL**: If the issue cannot be resolved satisfactorily at the first level, it shall be discussed by the complainant with the Executive Director. The Executive Director will ensure that the proper steps have been followed and the complaint has first been discussed with the appropriate person.
* **THIRD LEVEL:** If a satisfactory solution is not achieved by discussion with the Executive director a conference shall be scheduled at Divisional Headquarters with the Area Commander. The Executive Director shall provide a report that includes the specific nature of the complaint, brief statement of relevant facts, how the complainant has been affected adversely, the action requested, and the reasons why such action should be taken or not taken.
* **FOURTH LEVEL:** Should the matter not be resolved by the Area Commander or is beyond his/her authority and requires Board action, the Area Commander shall provide the Divisional Commander with a complete report.
* **FINAL LEVEL:** After reviewing all information relative to the complaint, the Divisional Commander shall provide the complainant with its written decision and may grant a hearing before the Divisional Executive Board.

The complainant shall be advised of the Divisional Commander’s decision, in writing, no more than ten (10) days following the hearing.

***Section Human Resources***

# Governance – Quality Assurance

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

The Salvation Army London Village is supportive of ongoing methods of measuring Quality Assurance for all of our programs. Measuring Quality Assurance provides us with credibility with the people we support, our funders, and our community. It provides us with opportunities to “raise the bar” in regards to our standards and practices. Further, it will ensure consistency between all of the programs at The Salvation Army London Village.

***Policy***

A Standing Committee for Quality Assurance will oversee and review methods of measuring “quality” at The London Village.

The term for committee participation will be two years minimum to a maximum of 6 years.

***Procedure***

* The Quality Assurance Committee will meet 6 times per year, minimum.
* Representation on the committee will include an employee from each of the programs at The London Village. The Executive Director of The London Village will be an ex-officio on this committee. When possible, a member from The London Village Community Council should attend.
* Generally, meetings will be held during regularly scheduled working hours. In the event meetings are held outside of these hours, the employee will be compensated for their time.
* The Chairperson will report any committee actions and progress to the Management Team and Strategic Planning Committee. The Chairperson will also be responsible to send a report to the editor of the “Village People…Pulse Line” employee newsletter.
* The committee will have a rotating note taker. The note taker for the next meeting will be decided at the end of each meeting. Accurate minutes will be kept of each meeting. These minutes will be circulated in advance. A copy of the minutes will be sent and saved electronically by the Administrative Assistant on the server.
* It is expected (assumed) that any person agreeing to attend these meetings have reviewed agenda, minutes and come prepared to be an active participant. Regrets should be sent through the Chairperson of the committee.
* Responsibilities of the committee will include (but not limited to):

|  |  |
| --- | --- |
| Month | Responsibility |
| January | Collection of May – December Exit Interviews of all Students/Volunteers of the London Village from Previous Year  Review Terms of Reference |
| February | Review summary report from Student/Volunteer Exit Interviews  Chair to ensure Approval/Distribution of summary report to Management, Programs and Community Council  Review/Edit of the Employee Survey |
| March | Distribution of Employee Survey |
| April | Review summary report of Employee Survey  Chair to ensure Approval/Distribution of summary report to Management, Programs and Community Council Chair |
| May | Collection of Jan – April Student/Volunteer Exit Interviews  Review/Edit the Community Partner Survey |
| June | Review January – April summary report from Student/Volunteer Exit Interviews  Chair to ensure Approval/Distribution of summary report to Management, Programs and Community Council  Distribution of Community Partner Survey |
| September | Review report from Community Partner Survey  Chair to ensure Approval/Distribution of summary report to Management, Programs and Community Council |
| November | Collection of Employee Exit Interviews |
| December | Review report from Employee Exit Interviews  Chair to ensure Approval/Distribution of summary report to Management, Programs and Community Council |

Other responsibilities of the committee include (but are not limited to):

* + review methods of measuring quality assurance
  + give feedback to methods, offering recommendations when necessary
  + ensure consistency between all Village programs when possible (forms, policies etc.)
  + review of policies as they relate to Quality Assurance
  + be kept aware of any reviews (licensing, accreditation) being done and any outcomes from those
  + review any goal sheets and celebrate accomplishments in our programs
  + network with community to share relevant information, forms and policies regarding Quality Assurance

***Section Human Resources***

# Governance – Staff Development

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

The Salvation Army London Village is supportive of ongoing staff development opportunities for all programs to develop, enhance and improve the skills, competencies and overall performance of staff members. The committee will also look at maintaining current training practices and providing recognition for exemplary performance. Further, it will ensure consistency, collaboration and increase cohesion between all of the programs and staff at The London Village.

***Policy***

A Standing Committee for Staff Development will oversee and review facilitated learning opportunities and training practices at The London Village.

The term for committee participation will be one year minimum.

***Procedure***

* The Staff Development Committee will meet 8 times per year, minimum.
* Representation on the committee will include an employee from each of the programs at The London Village. The Executive Director of The London Village will be an ex-officio on this committee.
* Generally, meetings will be held during regularly scheduled working hours. In the event meetings are held outside of these hours, the employee will be compensated for their time.
* The Chairperson will be a member of the London Village Management Team. The Chairperson will be responsible for circulating an agenda at least one week in advance of all meetings. The Chairperson will update the Management Team of any work completed by the committee. The Chairperson will also be responsible to send a report to the editor of the “Village People…Pulse Line” to ensure that committee work and updates are being communicated to our employees.
* The committee will have a rotating note taker. The note taker for the next meeting will be decided at the end of each meeting. Accurate minutes will be kept of each meeting. These minutes will be circulated at least one week in advance (preferably with the agenda). A copy of the minutes will be sent to the Chairperson and a binder with all minutes will be kept in the Main Building.
* It is expected (assumed) that any person agreeing to attend these meetings have reviewed agenda, minutes and come prepared to be an active participant. Regrets should be sent through the Chairperson of the committee.
* Responsibilities include (but not limited to):
  + development and maintenance of annual training calendar
  + development and maintenance of resource binder
  + plan and facilitate coordinated training opportunities, workshops, events
  + review of policies as they relate to Staff Development
  + development and implementation of staff recognition program
  + review of new training materials
  + network with community to share relevant training information, forms and policies relating to Staff Development

***Section Human Resources***

# Governance – Use Of Gift Cards

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that those personnel using gift cards are following proper procedure.

***Policy***

The Salvation Army London Village will follow the policy outlined by Territorial Headquarters.

***Procedure***

The organization will apply the definitions of and protocols on use of gift cards as described in (Appendix #1-3).

***Section Human Resources***

# Governance – Marketing Committee

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To increase the visibility of The Salvation Army London Village within the community by developing an overall strategy to promote our services which will increase community awareness and consumer participation.

***Policy***

A Standing Committee for Marketing will develop and oversee a marketing plan for The London Village. This committee will also develop and/or purchase tools/resources for use in the promotion of our services.

The term for committee participation will be two years minimum to a maximum of 6 years.

***Procedure***

* The Marketing Committee will meet 6 times per year, minimum.
* Representation on the committee will include an employee from each of the programs at The London Village. Representation from the Village Community Council will be encouraged. The Executive Director of The London Village will be an ex-officio on this committee.
* Generally, meetings will be held during regularly scheduled working hours. In the event meetings are held outside of these hours, the employee will be compensated for their time.
* The Chairperson will be a member of the London Village Management Team. The Chairperson will be responsible for circulating an agenda at least one week in advance of all meetings. The Chairperson will update the Management Team of any work completed by the committee. The membership will rotate responsibility for submitting a report to the editor of the “Village People…Pulse Line” newsletter quarterly to ensure that committee work and updates are being communicated to all employees.
* The committee will have a rotating notetaker. The notetaker for the next meeting will be decided at the end of each meeting. Accurate minutes will be kept of each meeting. These minutes will be circulated at least one week in advance (preferably with the agenda). A copy of the minutes will be sent to the Administrative Assistant in the Main Building. The Administrative Assistant will keep a binder with all minutes in the Main Building.
* It is expected (assumed) that any person agreeing to attend these meetings have reviewed agenda, minutes and come prepared to be an active participant. Regrets should be sent through the Chairperson of the committee.
* Responsibilities include (but not limited to):
  + development and implementation of an advertising plan
  + development of a Village DVD for promotional purposes and orientation of new staff
  + purchase and/or enhance portable display for use at events, information fairs, etc.
  + annual review of brochure and website
  + submit staff information for Village newsletter quarterly
  + oversee outdoor sign usage
  + review of policies as they relate to Marketing; collaborate with community partners regarding opportunities, information, forms, policies relating to Marketing

***Section Human Resources***

# Governance – Whistleblower

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure Salvation Army Officers, employees, representatives, students and volunteers observe high standards of business, ministry and personal ethics in the conduct of their duties and responsibilities.

***Policy***

The Salvation Army London Village will follow the policy outlined by Territorial Headquarters.

***Procedure***

* The organization will apply the protocols on Whistleblower as described in (Appendix #1 and #2).

***Section Human Resources***

# Governance – French Language Services

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To identify how French Language Services (FLS) planning and implementation will occur at the London Village.

***Policy***

The London Village will proactively work towards the implementation of a French Language Services Plan that meets the legislative requirements of each Program.

The FLS plan will be based on the Active Offer Approach which includes the following Key Elements:

* Bilingual greeting in person and over the phone
* Visual Identification and print material
* Identification of Francophone patients/clients
* Community Engagement

A plan with specific strategies and target dates will be developed for each program as applicable.

***Procedure***

* Each program will develop a method for tracking and reporting the number of Francophone referrals received as required by their appropriate funder.
* An effort to recruit bilingual employees for designated positions, will become a priority. A statement identifying “Bilingual in French is preferred” will be added as a qualification for employment, to each job posting and position description.
* A bilingual greeting will be provided for each program and will be maintained by a designated employee.
* When FLS are not readily available within a program, the agency will collaborate with other providers within the sector, to develop a suitable plan.
* Key promotional program material and forms, will be developed and distributed via print and electronic methods.
* When bilingual staff are available, they will identify themselves to others. Eg (wearing Je parle francais items, posting of signage and/or the distribution of bilingual business cards).
* As interior and exterior signage in public areas is replaced, it will be bilingual.
* The London Village will work together with other community partners to identify and respond to FLS needs.

***Section Human Resources***

# Governance – Removal Of Goods And Donations

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To identify authority and processes for disposal or removal of non-cash donations.

***Policy***

When the London Village receives donations from businesses, organizations and members of the public they become the property of The London Village. Only a manager is able to authorize the disposal or removal of donations.

***Procedure***

* All donations should be handled in accordance with the donor’s stated wishes. If an item cannot be used by the Village, it should not be accepted. Items can be redirected to the Thrift Store (located at 1960 Dundas Street,) other charitable agencies or the landfill.
* Non-cash items will not normally be eligible for a charitable tax receipt. Direct any requests for a tax receipt for “in-kind” donations to the Business Manager.
* Items which have been left by the public during non-business hours will be assessed by the Property Manager or designate to determine if they can be used by the Village or Thrift Store. Items not appropriate for use or sale will be taken to a city landfill.
* In the absence of the Property Manager, items left on property which interfere with normal operations may be removed on the approval of a manager. Decisions on disposal or removal will be based on rapidly returning the program to functionality.
  + Food items:
* For food donations suitable for the programs, refer to Operations Policy 4.20.0 Donated Food.
* All other food donations should be directed to the food bank. Large volumes of food should be directed to Community and Family Services at the Centre of Hope (519-661-0343) which has the capacity to sort and bag items for distribution.

***Section Human Resources***

# Governance – Research

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To establish acceptable parameters for the participation of program participants and their families in research studies.

***Policy***

All requests and/or inquiries to involve program participants and their families in research studies will be vetted through the Program Director and presented to the Executive Director for approval.

Involvement in research studies will be voluntary.

Signed consent will be obtained prior to any person’s involvement.

***Procedure***

* All requests for the involvement of program participants/families in on site research studies will be screened and investigated by the Program Director.
* If the concept of the study appears feasible and applicable the Program Director will inform the Executive Director of the inquiry and seek his/her decision regarding approval of the project.
* The Program Director will confirm the decision to the researcher/agency conducting the research study.
* If the decision is favorable the Program Director will inform staff of the study and will work with the team and researcher/agency throughout the project.
* The Program Director will inform each program participant/family of the study and will obtain signed consent prior to their involvement in the project.
* In cases whereby requests for research subjects are received for studies being conducted at locations other than the London Village, the Program Director will disseminate general information to program participants/families. Interested program participants/families will be provided with contact information and will assume responsibility for participation with the researcher / agency.

***Section Human Resources***

# Governance – Finance, Fraud, Theft And Misappropriation

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

The items covered in this policy are the requirements for the Canada and Bermuda Territory of The Salvation Army for employees as it pertains to fraud, theft and/or misappropriation.

***Policy***

The Salvation Army Village employees are aware of Policy 4017- Fraud, Theft and Misappropriation (Appendix #1).

***Procedure***

* All staff who deal with money will review, acknowledge and abide by the Fraud, Theft and Misappropriation Policy.

***Section Human Resources***

# Spiritual Care – Rights Of People Receiving Spiritual Care

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure those receiving spiritual care are treated fairly according to their rights. To ensure rights are prominently posted for awareness.

***Policy***

Rights for People Receiving Spiritual Care will be posted in Chaplain’s office.

***Procedure***

* The following rights are acknowledged for all people seeking spiritual care services:
* You have the right to be treated with respect and dignity.
* You have the right to confidentially within the care team
* You have the right to timely referrals and community resources
* You have the right to be supported and your unique needs are met
* You have the right to autonomy
* You have the right to non-judgmental service
* You have the right to our commitment and dedication
* You have the right to feel accepted regardless of your race, age, or religious affiliation, gender or sexual orientation
* You have the right to privacy
* You have the right to voice your opinions and concerns (in an appropriate manner)
* You have the right to always feel welcome.
* The right to confidentiality exists except where there is a legal obligation to report. Currently recognized obligations include: harm to a child; immediate threat of harm to another person; immediate threat to self-harm.

***Section Human Resources***

# Spiritual Care – Confidentiality

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure all client information remains confidential such that the client’s privacy is protected. To ensure the Chaplain complies with Government Legislation. To ensure the integrity of programs within the Village.

***Policy***

All Spiritual Care client records are considered confidential. Access is restricted to the Chaplain and members of The Salvation Army Administration in situations where review of procedures is required. Any release of information not required by law must have the consent of the client with a printed release of information document signed by the client

***Definition***

Since the Chaplain is seen as an essential component of all service provided within the Village, the term “client” may refer to: an employee of the Village, a volunteer, a visitor, anyone receiving services from the Village (eg: food bank clients, etc.) or anyone else wishing to access the services of the Chaplain.

***Procedure***

* A client’s conversations with a Chaplain is considered private and the content of conversations should not be shared outside the Spiritual Care Team.
* When a client of the Village has a record shared by the Multi-disciplinary team, it is appropriate for the Chaplain to make note of involvement with the client (ie: that a meeting has taken place) but the details of the conversations would be recorded only in the appropriate Spiritual Care file.

***Exceptions***

* Disclosure of child abuse must be reported to the Children’s Aid Society as per legislation.
  + Disclosure of an imminent threat of self-harm or suicide must be reported to the police or a medical professional as per legislation. It may also be reported to Village staff if they require the information to maintain the integrity of the program.

***Section Human Resources***

# Spiritual Care – Provision Of Spiritual Care

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure everyone within the Salvation Army Village has access to appropriate and timely spiritual care.

***Policy***

All clients, volunteers, employees and friends of the Salvation Army Village may access the services of the spiritual care team.

***Definitions***

Spiritual Care: Spiritual care encompasses any activity which supports one’s personal faith. It may include activities such as personal reflection, prayer, counsel, spiritual direction, reading of scriptures and other related activities which support a personal expression of faith.

Religious Care: Often understood within a faith community, religious care involves services, rituals, ceremonies, sacraments and activities which help community members connect the sacred or divine to everyday life. See the Religious Care policy (SC.1.4) for further details.

***Procedures***

Everyone associated with the Village has the opportunity to engage with the Chaplain to review their spiritual needs; however, this is a voluntary service which means those who do not wish to speak with a chaplain are not required to do so. It is essential that clients, in particular, understand that provision of their other needs will not be impacted by a decision not to speak with a chaplain thereby ensuring that spiritual care is not viewed as a coercive service.

The Chaplain provides person-centred care regardless of the individual being supported. This may include pastoral counsel, crisis support and referrals to other agencies or faith groups when adequate support is not available within the Village. Depending on the type of support requested and the length of contact with a chaplain, a formal spiritual assessment may be completed. (see Documentation policy SC.1.8 for further details.)

While the needs of staff are often unique from the needs of clients, the type of support provided is outwardly the same.

The spiritual care team is able to provide Bibles and devotional material (such as the Daily Bread) on request. Clients wishing to obtain other sacred texts can seek the assistance of a chaplain to locate appropriate resources.

***Section Human Resources***

# Spiritual Care – Religious Care

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that all clients have access to appropriate religious care including services, rituals and ceremonies.

***Policy***

The Chaplain will respond to requests for Religious Care making efforts to accommodate religious rituals and ceremonies either within the Village or within the local faith community.

***Procedures***

When a client makes a request for a religious service or ceremony, the chaplain will determine if the request may be accommodated within the Village. In some situations, a service or ceremony may be accommodated at the Village by an external clergy member (such as a Minister, Priest, Rabbi, Imam or Elder.)

In situations where a service or ceremony cannot be accommodated within the Village, the chaplain will seek out religious leaders appropriate to the client’s stated faith and refer the client within the community.

Examples of services that we can refer to community resources include but are not limited to:

* Funerals
* Weddings (if appropriate pre-marital counseling is completed)
* Anointing with oil
* Dedication or Service of Thanksgiving for a baby/child
* Any Ceremony which requires a specific denomination or faith group.

***Section Human Resources***

# Spiritual Care – Communication Of Services

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure those within the Village are made aware of the services offered by the Spiritual Care Team.

***Policy***

Services provided by the Chaplain and his/her availability will be communicated to clients, staff, volunteers and friends of the Village.

Different people have different needs so the communication strategy may vary but will normally include:

* Relevant services provided
* Intended purpose of various services
* Ways to access a Chaplain
* Hours of operation or availability
* Availability of crisis support
* Relationships with local churches and faith communities

***Procedures***

* Communication strategy to disseminate this information would be as follows:
  + Clients: pamphlets, newsletters and general information is provided at appropriate times (eg. during an orientation to the Village.)
  + Volunteers: General information is provided by supervising manager during orientation and whenever support is believed to be appropriate.
  + Employees: General information is shared during orientation and at staff meetings. Services may also be shared by a manager, through regular e-mail contact and through the Villages newsletter.
  + Friends: Any employee, volunteer or client may refer a friend of the Village to the chaplain.

***Section Human Resources***

# Spiritual Care – Community Visits

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure professional standards and safety procedures are in place for the chaplain working with clients in the community.

***Policy***

When engaging with clients in the community, the chaplain will follow procedures to ensure their safety and to ensure professional boundaries are maintained.

***Definitions***

Community Visit: meeting a client at a neutral location in the community (such as a coffee shop, library, hospital, nursing home, group home, funeral home, etc.)

***Procedures***

* Pre-Visit
* Complete a Community Visit Risk Assessment (see below)
* Send travel plan to responsible person on the team

1. Who you will visit
2. Where you will visit
3. When you are leaving the Village
4. How long you expect to be gone

* If traveling by program vehicle:

1. Complete necessary vehicle checks
2. Ensure there is sufficient gas for the trip
3. Follow all road rules
4. Ensure you park legally

* During the Visit
* Maintain awareness of client’s frame of mind and the environment
* Politely identify if you feel uncomfortable and wish to leave
* Post Visit
* Send message to responsible person on the team that you have returned
* Document the client encounter, including safety issues impacting future visits
* Follow-up on any concerns according to regular protocols (eg. Safety reporting, client referrals, etc.)

When completing a Community Visit Risk Assessment, keep in mind that risk exists at all times but when properly mitigated it need not prevent good spiritual care in the community. While it is not necessary to complete a formal risk assessment, identified risk factors listed in the table below should be documented in the client’s Spiritual Care Plan so other team members can take appropriate precautions to manage their own safety.

If the potential mitigating factors listed below do not adequately address the safety risks, it is appropriate to first discuss the situation with a supervisor to determine if other factors could be considered. If no appropriate safety plan can be developed, the visit should not take place in the community.

Potential Mitigating Factors to manage risk during a community visit:

* Carry a charged cell phone
* Take a second employee or service provider with you
* Use seasonally appropriate footwear (compliant with the Village dress code)

|  |  |
| --- | --- |
| **Community Visit Risk Assessment Tool** | **Yes/No/Unknown** |
| *Client Risks* | |
| Does the client have a history of violence or aggression? |  |
| Does the client have medical issues which could cause them to behave erratically? (eg. dementia, psychosis, brain trauma) |  |
| Does the client have substance abuse issues that are not managed or cannot be adequately assessed before meeting? |  |
| Is the client a risk to him or herself? |  |
| Has the client made false allegations against a service provider? |  |
| Is the client of opposite gender to the chaplain? |  |
| *Neighbourhood Risks* | |
| Is the location remote with few or no people to provide assistance? |  |
| Is the neighbourhood one you consider to be unsafe? |  |
| Is parking unsafe? (inadequate lighting, on a busy street) |  |
| Are walkways unsafe? (contain debris, snow/ice, uneven or loose sections which could cause trips, slips or falls) |  |

***Section Human Resources***

# Spiritual Care – Documentation

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure all client information is appropriately documented for continuity of care and case management.

***Policy***

All pastoral counsel provided by the Chaplain will be documented on a Spiritual Care Plan.

All Spiritual Care Plans will be kept in individualized files on the Chaplain’s computer which is passcode locked.

***Procedures***

* When a chaplain meets with a client who request spiritual care, a brief spiritual assessment will be conducted during the conversation which will allow the chaplain to identify the client’s needs and appropriate interventions. An individualized Spiritual Care Plan will then be completed for the client which is the basic tool for documentation.
* The Spiritual Care Plan (see Appendix 1) is designed to allow the chaplain to actively support any case management process a client may be involved in. The tool includes: the client’s general history, a spiritual history (using the 4C’s assessment tool,) a spiritual assessment (based on the top reasons people are referred to a chaplain,) spiritual care interventions, spiritual care goals and outcomes and a section for ongoing progress (or case) notes.
* When a client with an open file has not had contact with the spiritual care team for a period of 2 years a notation will be placed on the file and the file will be closed.
* Since all relevant data is documented in client files, any anecdotal notes kept by a chaplain will be shredded upon termination of employment or appointment at the London Village.

***Section Human Resources***

# Spiritual Care – Scope Of Responsibilities

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure the chaplain conduct him/herself within the authority of their unique role.

***Policy***

The Chaplain will provide professional support consistent with the scope of their responsibilities at all times. The job description for the Chaplain will form the primary guide for scope of practice.

Character: In order to uphold the mission and values of The Salvation Army within the provision of spiritual care services, the chaplain must be able to testify to personal salvation through the atoning sacrifice of Christ. Their lives should demonstrate a vibrant, Christ-centred faith including moral living, the regular practice of spiritual disciplines and evidence of the fruit of the spirit. The Chaplain must also believe in the Divine inspiration and authority of scripture.

Conduct: In accordance with harm reduction principles, the chaplain engages people with a non-judgmental approach regardless of a person’s circumstances or life choices. While respecting the self-determination of those served, the chaplain will maintain a missional focus which seeks the reconciling power of Christ to be active in people’s lives through salvation.

Training: A Certificate of Chaplaincy is the minimum educational preparation required for chaplains. In exceptional circumstances, relevant experience may be considered as an equivalent to formal education.

Please refer to the current job description for further details.

***Procedure***

***Scope of Responsibilities***

Individual Functions:

* Provide holistic person-centred interaction and support to participants, applicants, employees, volunteers and friends of the Village both within the Village and within the community
* Provide pastoral counsel (according to training level) and support including prayer and scripture reading as appropriate
* Offer crisis support (CISM or other suitable support)
* Provide relevant and timely referrals (Internal and external)
* Complete spiritual assessments, plans and progress notes when appropriate to assist clients in achieving personal spiritual well-being
* Facilitate and/or coordinate the involvement of other faith groups in spiritual and religious care
* Lead and/or facilitate religious rituals, worship and chapel services
* Provide study literature, publications and sacred texts as appropriate
* Provide orientation and in-servicing for employees

***Limitations of Chaplain Role***

* Spiritual care is not church care. Although services sometimes mimic the kinds of services offered by a church, the formal community structures are not present. It is recognized that discipleship is necessarily limited by prolonged reliance on chaplains when connection with a faith community would allow opportunities for support and acts of service.
* Pastoral Counsel is not therapy and chaplains are not trained counselors as the public generally understands the term. Chaplains are generally limited in their scope to address issues of purpose/meaning, a misalignment between beliefs and current reality, emotional support and relational support. Issues which require professional counseling are referred to appropriate agencies and resources within the community.
  + Rationale: While many spiritual concerns do not require intensive therapy, some issues, such as severe trauma or complicated grief, need specialized care from a qualified professional. Chaplains complement other forms of care without interfering with other services.

***Relationships with Outside Agencies***

The Spiritual Care team does not have contractual obligations guiding the provision of care; however, several informal relationships exist.

* The Salvation Army London Citadel – a partnership exists for the Operation Mobilizing Hope program which provides food and spiritual care to vulnerable people in the community at various street locations.
* The Salvation Army Hillcrest and Westminster Park Community Churches – informal connections exist as an opportunity for connecting those served into local churches.
* Christian Churches Network of London (CCNL) – this network of Christian churches and parachurch organizations meets regularly for a meal and learning opportunity. They also plan the annual prayer breakfast for the city. Chaplains attend meetings whenever possible.

***Section Human Resources***

# Spiritual Care – Boundaries

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure that contact with all persons is appropriate and provides relational accountability.

***Policy***

The chaplain must maintain professional boundaries with persons at all times.

***Definitions***

Persons: Any staff, volunteer or individual connected with or seeking support from the Village programs may access the chaplain. Members of the community may access the chaplain on request though this is a less frequent occurance.

Therapeutic Boundaries:

* Allow a safe relationship with the person based on the person’s needs
* Help produce consistency and predictable behavior
* Define how power is exercised within the relationship
* Protect the person in the relationship
* Protect the professional caregiver in the relationship (Woodland, Zone of Helpfulness)

Warning Signs of Boundary Violations:

* Frequently thinking about persons when away from work
* Sharing personal information or work concerns with persons being supported
* Observing more physical touch than is appropriate
* Keeping secrets with the person being supported
* Selective reporting of person’s behavior (whether positive or negative), (Woodland, Zone of Helpfulness.)

***Procedures***

Environment:

Most aspects of spiritual care require an element of privacy and confidentiality. However, an overly private location opens the chaplain to unfounded allegations which cannot be refuted and have serious personal and professional implications. A room with an exposed window (eg. not entirely covered by curtains or frosting) can allow for privacy while allowing a casual observer to see what is taking place. Where this is not an option, the door to the room should remain open.

Physical Contact:

Within a therapeutic relationship physical contact can be a valuable way to communicate caring. However, inappropriate or unwanted physical contact may constitute assault or be perceived as a sexual advance even in situations when this was not the intent of the chaplain. While a chaplain should never feel pressured to provide physical contact (such as a hug or laying on of hands for prayer) neither should it be assumed that a person will appreciate the contact. Asking permission before touching someone is the best practice, respecting the person’s response helps build trust.

* The chaplain should be particularly aware of how persons who have experienced sexual or physical abuse may perceive touch from someone with the same gender as their abuser. Since a person’s background is not always clear, open communication around physical contact is important.
* While some cultures view kissing on the cheeks as an appropriate greeting, it is not common in North America and can feel like a violation of personal space. Therefore, kissing of any kind should be discouraged.
* Particularly for a person of opposite gender to the chaplain, hugs should not be given unless someone else is present because people in emotional distress can form inappropriate intimate bonds where privacy is noted.

Cell Phones:

The chaplain will often use cell phones for professional business. This offers some level of privacy since it is less accessible to others (as would be the case with a home phone) and provides for safety when meeting with a person off-site.

* It is important for the chaplain to consider the need for “down time” by discouraging contact outside of regular office hours.
* Since chaplains are trained only in basic crisis interventions, they should not be the primary support for those with serious mental health and addiction issues. Frequent “crisis” calls should be discussed with the team so appropriate referrals to other agencies can be initiated.

Texting:

Along with the use of cell phones, many people now prefer texting to a phone conversation. Advantageously, texting keeps a written record of the conversation. However, texting can be labourious and does not always allow for the level of interaction possible with a verbal conversation.

* Texting should be reserved for sharing information when other forms of contact are not appropriate to the person’s situation. For example, setting up a meeting would be appropriate but discussing the person’s family situation would not.
* Texting should not be used for “crisis intervention” situations. If the person is unwilling to meet or it is inappropriate to do so, information may be gathered to pass along to emergency personnel but not to function as a de-escalation strategy.

Facebook/Social Media:

The chaplain is not to have any clients, participants or family of clients or participants on social media networks such as Facebook. Given the potential for follow-up care, this restriction will be in place for two years after a person has received services from the Village.

In extenuating circumstances, it may be possible for the chaplain to have a pre-existing relationship with someone who comes to receive service from the Village. The chaplain should disclose the pre-existing relationship to the Executive Director or designate when it becomes known and the situation will be addressed on a case-by-case basis. Consideration will be given to anticipated length of support, likelihood that removing or hiding the individual from the social media network will damage the therapeutic relationship, the ability of the person to manage a duel relationship appropriately and any other relevant factors in determining the best method for addressing the issue.

Contact After Office Hours:

Because of the relational nature of chaplaincy, it may not always be possible to contain spiritual issues within office hours. However, the self-care needs of the chaplain requires strict limits on the amount of time spent following up with persons after hours. In cases where a short term situation requires debriefing which cannot wait until the next day (such as a critical incident at the Centre) it may be appropriate for staff to contact a chaplain outside of their regular office hours.

Regular contact with persons outside of business hours is discouraged because it may inhibit persons from forming healthy personal relationships. In situations where a person is frequently in crisis, it is appropriate to refer the individual to external agencies which can provide support after regular business hours.

Community Visits:

When meeting persons in public spaces (hospitals, nursing homes, coffee shops, etc.) consideration should be given to the need for privacy as well as visibility. Keep in mind that some locations may not offer any privacy (such as a hospital room with multiple patients) so it is important to check if the person if comfortable with a visit and to deliberately invite them to identify which topics you discuss.

Gifts:

It is never appropriate to solicit gifts from persons receiving support. The Salvation Army’s Code of Conduct identifies personal gifts over $100 in value as inappropriate. However, since many persons are very low income, that threshold is too high for a chaplain. Any personal gift judged to be over $10 in value should be reported to the Executive Director or designate. Frequent gifts from the same person (such as coffee) should be discouraged.

(Donations to the Village are not considered to be personal gifts covered by this policy. If a situation arises where it is believed a donation may be crossing a boundary, the situation should be discussed with the Executive Director.)

***Consequences***

Boundaries should be a regular discussion among the chaplain and the Executive Director so that early warning signs can be noted and corrections made. Self-reflection is a critical skill within all helping professions including spiritual care. Ideally, each chaplain will recognize issues and bring them to the attention of the chaplaincy team to be addressed together. The support of the team is considered the primary method of addressing situations with challenging persons.

While persons may recognize and report boundary issues, it is not their responsibility to do so. Persons are considered to be in a vulnerable position by nature of the professional power relationship and do not necessarily have the skills or the emotional capacity to identify that a boundary violation has taken place. For this reason, where concerns exist, it may not be acceptable to say the person does not have a problem with the relationship. Other factors, as noted in the definitions above, should be taken into consideration.

When a boundary violation is brought to the attention of the Executive Director which was not disclosed by the chaplain:

* The Director will have a face-to-face conversation with the chaplain to discuss the concerns and identify the boundary expectations. If the chaplain recognizes the boundary violation and is willing to take action to correct the issue, a follow-up meeting will take place to review the outcome.
* If the chaplain is unwilling or unable to recognize the boundary violation, the chaplain may be directed to discontinue contact with the person. Depending on the circumstances, it may be necessary for the Executive Director to inform the person receiving support.
* If the relationship continues and there is evidence that further boundary violations occur, the Divisional Director of Employee Relations will be consulted around disciplinary action up to and including termination.

**Reference**

Woodland, Gloria. *Working in the Zone of Helpfulness*. (Powerpoint Presentation) British Columbia Social Services Conference. (date unknown.)

***Section Human Resources***

# Spiritual Care – Community Connections

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure the Chaplain is connected to various resources in the community.

***Policy***

The Spiritual Care Team will develop strategies to maintain connections to various resources, including churches and community supports to assist clients in leveraging opportunities available outside of the London Village.

***Procedure***

* Chaplain will maintain connections with faith communities through:
* Networking with Christian Churches Network of London (CCNL)
* Participation with other groups as appropriate
* Multi faith coalition

***Section Human Resources***

# Spiritual Care – Quality Improvement

**Approved Date: February 10, 2003**

**Review Date: November 2016**

***Purpose***

To ensure the Chaplain’s programming continues to meet the needs of clients within a changing community.

***Policy***

On an annual basis, all spiritual care programs will be reviewed and evaluated using appropriate methods.

***Procedure***

* The Chaplain will prepare an annual report for the Executive Director outlining an evaluation of the spiritual care program and recommendations for change.
* The report will include the following:
  1. Statistical data
  2. Feedback from participants, staff and management
  3. Achievement of program goals
  4. New best practices to incorporate into the program
  5. Analysis of the achievement of program goals
  6. Progress on the current strategic plan
  7. Recommendations for improvement
  8. Timelines for actionable items indicating the person responsible for achieving each.