

YWCA Regina

Policy and Procedures Manual

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www.ywcaregina.com



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1 Overview of YWCA Regina

YWCA Regina is committed to anti-colonial, anti-racist practice and to a workplace that prioritizes cultural safety. In particular, YWCA Regina acknowledges and accepts that our social systems, communities, and often our interpersonal relationships are corrupted as racism against Indigenous peoples prevails throughout the fabric of Canadian society. The Association is committed to systemic change and to actions that further justice, truth, and reconciliation for Indigenous peoples and the society as a whole.

In this regard, YWCA Regina is committed to practicing the 10 Principles of Truth and Reconciliation as articulated in the Truth and Reconciliation Commission of Canada's Final Report:

“A reconciliation framework is one in which Canada's political and legal systems, educational and religious institutions, corporate sector, and civil society function in ways that are consistent with the *United Nations Declaration on the Rights of Indigenous Peoples*, which Canada has endorsed. The Commission believes that the following guiding principles of truth and reconciliation will assist Canadians moving forward:

1. The *United Nations Declaration on the Rights of Indigenous Peoples* is the framework for reconciliation at all levels and across all sectors of Canadian society.
2. First Nations, Inuit, and Métis peoples, as the original peoples of this country and as self-determining peoples, have Treaty, constitutional, and human rights that must be recognized and respected.
3. Reconciliation is a process of healing relationships that requires public truth sharing, apology, and commemoration that acknowledge and redress past harms.
4. Reconciliation requires constructive action on addressing the ongoing legacies of colonialism that have had destructive impacts on Aboriginal peoples' education, cultures and languages, health, child welfare, administration of justice, and economic opportunities and prosperity.
5. Reconciliation must create a more equitable and inclusive society by closing the gaps in social, health, and economic outcomes that exist between Aboriginal and non-Aboriginal Canadians.
6. All Canadians, as Treaty peoples, share responsibility for establishing and maintaining mutually respectful relationships.
7. The perspectives and understandings of Aboriginal Elders and Traditional Knowledge Keepers of the ethics, concepts, and practices of reconciliation are vital to long-term reconciliation.
8. Supporting Aboriginal peoples' cultural revitalization and integrating Indigenous knowledge systems, oral histories, laws, protocols, and connections to the land into the reconciliation process are essential.
9. Reconciliation requires political will, joint leadership, trust building, accountability, and transparency, as well as a substantial investment of resources.
10. Reconciliation requires sustained public education and dialogue, including youth engagement, about the history and legacy of residential schools, Treaties, and Aboriginal

rights, as well as the historical and contemporary contributions of Aboriginal peoples to Canadian society.”

(from *What We Have Learned: Principles of Truth and Reconciliation*, Truth and Reconciliation Commission of Canada, 2015)

The YWCA Regina, established in 1910, exists to support and empower women, children and youth in addressing their diverse needs in the realization of their full potential, which benefits all. The Ends as detailed under the YWCA Policy Governance model are:

- Women will have their needs met, including the provision of food, clothing and shelter
- Women will be safe and free from abuse
- People will be empowered and supported in making healthy choices
- Women will be respected and valued members of a community

1.1 Connection to a Larger Movement

The YWCA Regina is part of a national and international organization that strives to promote the advancement of women.

1.1.1 YWCA Canada

1.1.1.1 YWCA Canada’s Mission is to advance gender equity through research, advocacy and sustainable Member Associations, with a focus on:

- Ending violence against women and girls
- Securing universal childcare
- Achieving women’s economic security
- Advancing the leadership of women and girls.

1.1.1.2 YWCA Canada’s Vision is that women and girls will be empowered in a safe and equitable society.

1.1.2 World YWCA

The World Young Women's Christian Association (World YWCA) is a global network of women leading social and economic change in over 120 countries, with more than 3 million members worldwide. The World YWCA advocates for peace, justice, human rights and care for the environment and has been at the forefront of raising the status of women for more than a century. The World YWCA develops women’s leadership to find local solutions to the global inequalities women face. Each year, it reaches more than 25 million women and girls through work in over 20,000 communities, engaging 7.6 million program participants annually. Through advocacy, training and development, the World YWCA empowers women, including young women, to lead social change.

This grassroots development experience shapes the organisation’s global advocacy agenda. The World YWCA work is inspired by Christian principles and a commitment to women’s full and equal participation in society. It is a volunteer membership movement inclusive of women from

many faiths, backgrounds, and cultures. The World YWCA affirms that women's human rights are universal, indivisible, interdependent and interrelated.

The priorities for the World YWCA are:

- Young women's leadership
- Sexual and reproductive health and rights, HIV and AIDS
- Violence against women.

1.2 Employee Conduct and Behaviour

The YWCA Regina will offer a safe, secure and respectful environment to the women, children and families who utilize its services, and to its employees and volunteers. The Core Values and Code of Ethics set a high standard that employees and volunteers are expected to uphold in their day to day work and behaviour.

Staff members and volunteers must take advantage of opportunities to educate themselves about anti-colonial and anti-racist practice, and use good judgment to ensure the physical, emotional, and cultural safety and security of clients, being aware of what clients may perceive as threatening and working to remove or reduce those threats.

In all interactions with clients, staff and volunteers are to be approachable, respectful, friendly, open and helpful. Staff and volunteers offer support by listening to others without judgment and by offering resources to them—including referring them to other staff whose role may be more appropriate to the need expressed. Staff and volunteers strive to communicate clearly, ask the right questions, and to gather and pass on accurate information. Staff take others into account when making decisions that affect them. Staff encourage and support one another, acknowledge others, and keep themselves well-informed about the programs of the YWCA.

Staff members and volunteers should establish clear boundaries with program clients, based on an accurate understanding of their role at YWCA. While that role will often involve forming close and caring relationships with clients, acting as a professional in the relationship must always take precedence over being a friend, caregiver, landlord, or other personal relationship. For example, the setting, activities, and nature of social interactions, including those on social media and outside of work time, must always be appropriate to the professional-client role. As well, staff members must not create unrealistic expectations of the level of services or supports offered by going beyond what is normally offered by a program or service.

Staff must recognize that when providing a service to the public there is a risk of using that position to influence or exploit a relationship with a client for personal benefit, gain, gratification or to impose personal beliefs on others. There should be no situation where clients receive added privilege or are treated differently based on their relationship with a staff member. Staff who engage in another profession, occupation or calling shall not allow these outside interests to affect a professional relationship with a client. Staff should not become involved in those personal affairs of a client that are not relevant to the service being provided.

The YWCA Regina serves a very diverse population who often have had very challenging life experiences and have different values and experiences from our own. In some cases, YWCA is the only resource they have to turn to. Staff members and volunteers should portray an open and non-judgmental attitude toward clients. Although YWCA staff and volunteers do not always condone client behaviour, they remain non-judgmental of others and treat everyone equally. Staff

and volunteers determine their own actions and decisions based on others' behaviour, not on assumptions about people. Staff members and volunteers must strive to not let their personal history with others influence their own behaviour. YWCA believes that people should have the opportunity to make a fresh start and not have their past behaviour follow them throughout life.

Further, YWCA Regina serves a disproportionate number of Indigenous people, principally women and girls. Staff members and volunteers must strive to understand and remain conscious of the fact that the challenges faced by many of the Indigenous people we serve are socially-constructed barriers, erected to exclude Indigenous people and communities from fully participating in Canadian society in their own ways and on their own terms. In other words, these barriers must be understood in the context of the history of colonial genocide and oppression upon which Canada is founded.

Staff and volunteers will be conscious of our own unspoken, sometimes unconscious biases and remember often it is not the words that are used but how those words are spoken that conveys the attitude of staff and volunteers toward a client. Body language is very important. It is important to remember that YWCA's greatest ambassadors to the community are the people we serve.

1.3 Code of Ethics

As staff members of the YWCA Regina, we commit ourselves to fulfil to the best of our ability the following obligations:

- We will regard the well-being of the people we serve as our primary professional obligation
- We will fulfil our obligations and responsibilities with integrity
- We will be competent in the performance of the services and functions we undertake on behalf of the people we serve
- We will act in a conscientious, diligent and efficient manner
- We will respect the intrinsic worth of the people we serve and our professional relationships with them
- We will protect the confidentiality of all professionally acquired information. We will disclose such information only when properly authorized or when obligated legally or professionally to do so
- We will ensure that outside interests do not jeopardize our professional judgment, independence or competence
- We will work for the creation and maintenance of workplace conditions and policies consistent with the standard of practice set by this association
- We will act to promote excellence in our profession
- We will act to effect social change for the overall benefit of humanity

1.4 Inclusive Environment

The YWCA Regina recognizes that the cultural diversity of residents of Regina has brought cultural, social and economic enrichment to our community, even when some people and communities have been systematically excluded. We also recognize that members of diverse populations, including especially Indigenous peoples who continue to live with past and present colonial practices and attitudes, often encounter barriers to full participation in society.

The YWCA is committed to ensuring that its mission and operations embrace the entire community of women and their children. We actively encourage the participation of the entire community in our programs and services. We are committed to the process of truth and reconciliation, and to racial equality and the elimination of racism in Regina. We strive to reflect the community in our volunteer and staff structure and to promote equal access to our services. To this end, we establish and implement multicultural and anti-racism and gender self-identification and transgender inclusive policies to ensure that:

- Volunteers and staff members are reflective of the community we serve
- Services are sensitive to the needs of culturally and racially diverse groups
- Programs eliminate systemic barriers to full participation and promote positive race relations in society
- Discriminatory or racist incidents or behaviour are not tolerated
- Communication that takes place presents a positive and balanced portrayal of racial and cultural minorities

1.4.1 Statement of Commitment (Policy Statement)

As a woman serving organization, YWCA Regina is committed to anti-discrimination practices in relation to all women and ensures that their rights are respected and protected. YWCA Regina will actively work to promote a climate that is welcoming of all women which includes any individual who self-identifies as a woman. Specifically, all references to woman in YWCA Regina policies and procedures include persons who may be transgender, transsexual, intersex, genderqueer, and/or two-spirit if they self-identify as a woman. Individuals who are transitioning from female to male will be accommodated as women if/when they self-identify as women.

1.4.2 Scope of Policy

This policy applies to all employees, contractors, volunteers, students, program participants, the general public, Board of Directors, and visitors to YWCA Regina.

1.4.3 Access and Intake

YWCA Regina respects every individual's right to self-identify as a woman and will not make assumptions about gender based on appearances, voice, or a person's legal name. As a result, persons who may be transgender, transsexual, intersex, genderqueer and/or two-spirit will be referred to by the name they provide, regardless of what name may appear on their legal identification. For residential services, gender identification will take place at intake, and is not to be reassessed except at the request of the participant. The YWCA Regina supports residents to gain access to services, and to identify their gender they choose to preserve their safety. Intake is not based on a transgender woman's physical appearance or ability to pass.

Trans women will be addressed by the pronoun they prefer (e.g. She, zie, we, they, ect.). If staff members are unsure of what pronouns to use, they will avoid pronouns until they have had the opportunity to respectfully ask that person how they would prefer to be addressed.

Staff may not ask for medical specifics of any program participant (e.g. sex reassignment surgery) for the purposes of admission to a program as this is a violation of their privacy.

1.4.4 Housing and Accommodation

No person who self-identifies as a woman will be turned away or referred to another facility due to their gender identity. However, there are times as individual may be turned away if the organization is at capacity or the individual has an active service restriction from YWCA Regina.

If a resident or tenant wishes to change rooms or requests a private room for personal safety reasons with respect to their gender, every effort will be made by the YWCA Regina staff to work with that person to accommodate their request.

Education and awareness on transgender issues will be provided to all women in the shelter in an effort to ameliorate transphobic behaviour, harassment and discrimination. If another resident does not wish to share a room with a transgender woman, the organization will provide education and awareness on transgender issues. If a single room is available, it will be offered to the transgender woman. If transphobic behaviour persists, the resident exhibiting transphobic behaviours will be asked to leave and to find a residential setting that can better meet her preferences.

1.4.5 Smudging Policy

YWCA Regina recognizes that smudging and the use of traditional medicines are important practices in Indigenous cultures and ways of life in Treaty 4 territory, and because we serve a disproportionate number of Indigenous women and children, these practices will be commonplace in YWCA facilities.

Smudging is an Indigenous sacred practice that involves the burning of sage and/or sweetgrass and/or cedar. The practice is used to pray and cleanse, both people and places. It is a spiritual practice, and it is important to note that the aforementioned plants grow naturally and are harvested in Treaty 4 territory and do not contain added chemicals or undergo industrial processing.

In the interests of establishing and maintaining cultural safety—defined as an environment that is spiritually, mentally, emotionally, and physically safe—YWCA Regina affirms the right of Indigenous people, and whomever else chooses to participate, to smudge in all YWCA facilities.

YWCA staff will ensure that all program participants have access to all necessary medicines and supplies to smudge.

YWCA staff will also make reasonable efforts to inform everyone in a given location that smudging will take place prior to lighting a smudge so those who do not want to participate or be exposed to the smudge can close doors, open windows, or absent themselves, as necessary.

YWCA leadership will have the responsibility to navigate any necessary accommodations of staff, program participants, or facilities in order to ensure the right of Indigenous people to smudge.

1.4.6 Facilities Management

YWCA Regina will ensure that private changing areas are available for residents in communal housing. All shared washrooms/shower rooms will be equipped with latching doors, curtains, or other reasonable accommodations to provide privacy in a shared setting. Signage for these

shared washrooms will be gender neutral (e.g. signage states “washroom/shower” rather than “women’s” or “men’s”). A washroom with gender neutral signage will be available for use in public areas.

1.4.7 Confidentiality

Each person’s privacy and right to confidentiality will be respected. The gender identity of program participants, staff, board members, or volunteers is considered confidential and private and will not be disclosed without the express permission of the individual. Revealing an individual’s transgender or surgical status is considered a breach of the individual’s privacy and will lead to disciplinary action.

1.4.8 Harassment and Discrimination

Program participants, staff, board members or volunteers who harass, abuse, assault or discriminate against any person within the organization will be subject to the YWCA Regina’s Workplace Discrimination and Harassment Policy. Unless the question is directly tied to the services program participants receive within the organization, asking personal questions about the surgical status or genitals is to be considered harassment or sexual harassment. Consistently using the wrong name or pronouns for a transgender woman may be considered a form of harassment.

Refusal to work with a program participant, co-worker, board member or volunteer due to her gender identity will result in disciplinary action. Every opportunity will be taken to provide education and awareness on gender issues and clarify organizational expectations.

1.4.9 Human Resources Policies

YWCA Regina will not discriminate on the basis of gender identity in providing compensation and benefits, including medical leaves, drug plans, family leaves, parental leaves and other benefits. YWCA Regina HR management policies are written so that they comply with Saskatchewan employment and health and safety legislation. The HR policies in this manual are reviewed annually and changed if applicable, by the Senior Director of Operations.

All candidates for staff, board and volunteer positions will be evaluated fairly and awarded positions based on their skills, knowledge and experience. However, the hiring of Indigenous people is a priority, as outlined in Section 4.1, Employment Principles and everyone involved in hiring at every level of the organisation must familiarize themselves with the Employment Policies and Principles.

When checking references for potential employees, the organization will protect the dignity and privacy of transgender job applicants by using whatever name and pronoun they are given. They will recognize that they might be given two names, the name in which they applied for the position and the name to use to check references. This information will be kept confidential.

If a staff member identifies that they will be undergoing a transition process, their personnel records including internal and external directories, email addresses and business cards, will be changed according to the wishes of the individual.

1.4.10 Training and Education

All staff and board members are required to take part in a trans inclusion training within six (6) months of their hire date/the date they were brought onto the board. Shelter residents will also be provided with regular training and awareness on transgender issues.

1.4.11 Consequences for Non-Compliance

The consequence of not following this policy can be harmful to the organization, staff, service users and volunteers in the following ways:

- Putting service users, board members, staff and volunteers in unsafe positions;
- Being in breach of human rights legislation;
- Being in breach of regulations regarding practice (ie. College of Social Workers).

Any breach of this policy or the components contained herein will be treated as misconduct. Misconduct will be reviewed and may result in disciplinary steps being taken up to and including dismissal from employment, or removal from office or volunteer role.

1.5 Core Values

1.5.1 Focus On The Person

We foster a person-centred approach by:

- Recognizing our clients enrich our lives and the organization
- Ensuring that the people we serve are our priority

1.5.2 Respect

We foster respect by:

- Upholding the dignity of others through our actions and words
- Embracing differences and treating others with respect
- Understanding, appreciating and considering the ideas and opinions of everyone

1.5.3 Integrity

We foster integrity by:

- Conducting our social and business interactions with honest transparency
- Living purposefully to instil trust in others
- Following through on promises and commitments

1.5.4 Diversity

We foster diversity by:

- Honouring differences in culture, ethnicity, religion, gender, sexuality, socio-economic status, abilities and ideas
- Demonstrating flexibility in the creation and implementation of programs and procedures for staff and clients
- Recognizing the value of differences

1.5.5 Communication

We foster communication by:

- Communicating with openness and honesty
- Creating consistent standards and norms for the sharing of information
- Encouraging two-way communication

1.5.6 Teamwork

We foster teamwork by:

- Encouraging collaboration and cooperation between individuals and departments
- Valuing individuals' strengths within the team
- Building a culture of camaraderie
- Creating a welcoming and fun environment for everyone

2 Best Practices and Standards

The YWCA Regina exists as part of the community, locally, nationally and internationally. As part of a community, we recognize our responsibility to offer support to other organizations, just as we acknowledge that we rely on other organizations to support and complement the work that we do. With respect to clients, the YWCA works toward ensuring that all of the policies, procedures, decisions, and conditions that impact clients preserve their safety and dignity, are culturally appropriate, and not unnecessarily intrusive.

2.1 Treatment of Consumers and Clients

When YWCA enters into a relationship with a consumer or client, a clear understanding must be established regarding what may be expected and what may not be expected from the service(s) offered.

2.1.1 Standards for Use of Personal Information

When obtaining personal information from consumers or clients, the YWCA must ensure:

- That the information is clearly needed by YWCA Regina
- That methods of collecting, reviewing, monitoring, storing, transmitting, using, or disposing of client information that protect against improper access or use of the information elicited, are used at all times
- That the information is only used for the purposes for which it was originally given. If YWCA is to use personal information for any other purposes, permission must be received from the client or consumer for those additional uses.

2.1.2 Appeals, Dissatisfaction and Grievances

It is the policy of the YWCA Regina to provide clients with a process to bring forward their grievances with YWCA Regina, including an appeal process. Clients shall be informed of the process on intake and at the time of complaint. Each department will have a complaint procedure. The process will designate the first person to be approached with a complaint, and for cases in which the complainant is not satisfied with the initial response, a manager will be designated as a first line of appeal.

2.1.2.1 Appeals will be accepted in the following circumstances:

- The appellant believes that a decision or act of any employee or volunteer violated or infringed on her or his rights
- The appellant believes that a decision relating to her or his admission or discharge from the program was not justifiable

2.1.2.2 All appeals will comply with the following process:

- Effort will be made to resolve the complaint informally with the client, staff, and the department manager.
- If a resolution is not reached, an appeal may then be made in writing to the CEO and will include:
 - a. A description of the events, background, etc. pertaining to the situation
 - b. An assessment of the undesirable state of affairs which may or may not exist as a result of the decision
 - c. A request for resolution stating what options the appellant determines as most desirable
- The CEO must receive the appeal no later than 14 days from the date of the documented appeal initiated by the client. Appeals after 14 days may be allowed at the discretion of the CEO
- The CEO will acknowledge receipt of the written appeal within seven (7) days and provide written notification of a decision within fourteen (14) days.

2.1.3 Lost, Stolen or Damaged Client Property

The YWCA is not responsible for the theft of personal items belonging to clients, and all program areas should ensure clients are aware of this policy.

2.2 Partnerships

The YWCA develops and continues collaborative relationships with organizations whose principles or practices are compatible with achievement of the mission of the YWCA Regina and with the principles of YWCA Canada. Opportunity should be taken to communicate to our partners and colleagues that the YWCA is part of a national and international movement.

The YWCA will only enter into a corporate sponsorship arrangement or accept donations from organizations or individuals whose practices or principles are not in violation with the principles of YWCA Canada

2.3 Public Image and Organizational Communications

Where possible, YWCA staff and volunteers should promote the mission and goals of the YWCA in order to promote awareness and spark passion for issues impacting women and children in our community and around the world.

2.3.1 Media Relations

Staff members may not speak to the media on behalf of YWCA Regina without the prior authorization of the CEO or her designate. Media requests are coordinated through the Senior Director for Advancement.

2.3.2 YWCA Branding Standards

Internal and external use of the YWCA logo is subject to the approval of the CEO, and standards for the reproduction of the logo must be maintained. Staff may not authorize the use of the YWCA logo by external parties, including partners or third party fundraisers; all such requests must be approved by the CEO.

As a Member Association of YWCA Canada, YWCA Regina complies with the branding standards set out by the national office.

Guidance regarding the reproduction of the YWCA logo, electronic logo files, and electronic letterhead templates is available from the Director of Communication.

2.3.3 Standards for YWCA Communication Vehicles

All electronic and print communication, including signage, that is distributed or made available to a public audience is subject to the approval of the CEO. In practice, directors and program managers will ensure that high standards for organizational communication will be maintained, and, as needed, will seek the advice and support of the Director of Communication in the development and production of public communication vehicles, with particular consideration to communication initiatives to larger audiences, or communication vehicles which are anticipated to be in use for longer periods of time. In every case, organizational communication will reflect YWCA values, including respect and honesty, and will maintain high standards of clarity, accuracy, spelling, grammar and readability.

2.3.4 Privacy Considerations

YWCA respects the privacy of its clients and members; it is the responsibility of staff to maintain high standards of client privacy and confidentiality. Photographic images of clients and their children must not be used in any communication, including social media or on-line, without the prior written permission of the client. When the client to be photographed is a child, a parent or guardian must give written permission.

Permission must be obtained by means of a signed and dated Release Form for Photographs (Appendix F), available from the Senior Director for Advancement, and a copy of the signed release should be forwarded to that office.

In addition, program staff who photograph clients must obtain the written consent of their program manager or director.

Cell phone cameras should not be used in public areas when clients are present; when staff observe a cell phone camera being used when clients are present, the matter should be immediately referred to a manager.

2.3.5 Social Media

For policies and guidelines regarding social media, see 11.5.

2.3.6 Crisis Communications

For policies and guidelines regarding crisis communications, see 10.3.

2.4 Advocacy

The YWCA works toward reducing barriers for women, and changing the systems that often create those barriers. In order to do so, we seek to create awareness of women's issues, influence public policy at every level of government, and when appropriate advocate with various agencies on behalf of our clients.

All advocacy initiatives of YWCA Regina will be in harmony with the advocacy priorities and positions of YWCA Canada. While some national advocacy priorities may be given less prominence locally, YWCA Regina will not oppose or undermine the advocacy positions set out by YWCA Canada.

The Advocacy Committee is a staff-led committee that includes staff and volunteers. There are terms of reference for the committee and annual objectives and activities are established.

Where appropriate, advocacy activities should be built into program plans. When advocacy efforts are undertaken, the plan should be discussed with the department director and subsequently with the CEO. The CEO may refer the matter to the Advocacy Committee.

2.5 Conflict of Interest

2.5.1 Board of Directors

Directors must represent loyalty without conflict to the interest of the ownership, and be committed to the mission, values and philosophy of the YWCA. This accountability supersedes any conflicting loyalty to involvement outside the organization. It also supersedes the personal interest of any Director acting as a consumer of the organization's services.

Directors should not have a familial relationship with staff. If there is a prior relationship with a staff member, this must be announced prior to the appointment to the Board of Directors. The Nominating Committee will determine if the relationship will result in biased influence for the Director.

Under no circumstances will a candidate for Director be elected who has a familial relationship with the CEO.

2.5.2 Staff

A conflict of interest exists with staff when there is a personal gain from an activity or influence as a result of their involvement with the YWCA. There must be no self-dealing or any conduct of private business or personal service at the YWCA. Staff must not use position or influence to obtain information or solicit support for personal gain. The YWCA will not allow persons to be employed in a situation where they report to a supervisor to whom they are related.

YWCA staff members will not create a personal relationship with clients outside of regular YWCA duties. However, we recognize that as YWCA staff conduct their work with women and families according to YWCA values, personal connections may be fostered. If a perceived or actual conflict of interest is created, staff must disclose the situation to their supervisor and discuss potential consequences. The supervisor will work with the staff to create a plan that mitigates potential negative consequences and ensure that client safety and service is of primary importance. A plan may include alternate staffing arrangements for the YWCA staff person.

2.5.3 Related Party Contracts

From time to time, the YWCA encourages relatives or friends of staff members to do work for the YWCA. Historically this has been on a voluntary basis. However, when undertaking a contract or hiring a third party to do work where there is a familial relationship with someone at the YWCA, the following criteria should be followed:

- It must be approved work that is necessary for the YWCA.
- Estimate of scope of work, time frame and a cost breakdown should be provided.
- Guarantee and liability issues must be addressed.
- The cost of the work should be equal to or less than fair market value.
- The fair market value of the work must be determined and documented in an objective and unbiased way.

Where appropriate, the contracted worker needs to provide the YWCA with a Clearance from WCB. A Clearance consists of a letter from the WCB stating that a contracted employer has a WCB account in good standing. This letter authorizes the principal employer (YWCA) to make payments to the contractor for work performed.

2.5.4 Hiring Clients

Where appropriate, departments may hire current or previous clients in a paid position. The standard hiring practices and procedures must be followed. In addition, prior to hiring, the manager who is hiring must seek the recommendation of the manager who had that person as a client. If a mutual agreement cannot be reached about hiring, the final decision will rest with the CEO.

2.6 Respect for YWCA Property

2.6.1 Donated Goods

Donors give to the YWCA Regina to support the women and families we serve and the programs we offer. Whatever the donation, the donor felt the item was of value and the staff and volunteers should appreciate and respect the donation.

In all situations YWCA clients will have fair and equal opportunity to access the donated items. Clients can access donations through requisitions to Encore Market and overflow storage, as well as the reclamation centre located in the basement of the YWCA. Donations that are sold through Encore Market generate revenue that is directed back into YWCA programs.

Once all opportunities to pass on donations to clients have been explored, staff and volunteers may request donated items. In all situations, the interested staff member or volunteer must assign a monetary value to the item they are selecting, and pay for the item. This ensures that the integrity of the donation is maintained, and upholds the core value that the YWCA “follows through on our commitments and speaks with honesty and transparency.”

2.6.2 Unwanted or Surplus Equipment and Property

If equipment is no longer being used by a department, every attempt should be made to reassign that equipment to other areas of the organization. If no other program area is interested in the equipment, managers can assign a value to it and offer it for sale to staff and volunteers.

When it is no longer needed, a manager can sell YWCA property valued at \$50 or less. Sales of surplus items worth \$50 or more must have the approval of the Senior Director of Operations.

The Manager of Support Service should be contacted to remove the item from the assets inventory if applicable.

3 Policy for the Prevention and Reporting of Child Abuse

3.1 Policy on Child Abuse

The YWCA is committed to the enhancement of the well-being and safety of children, especially those children involved in the activities and services of the organization. In pursuit of this objective, it is recognized that child abuse is a crime and will not be tolerated by the YWCA Regina. The YWCA is committed to an active role in the prevention of child abuse and child neglect.

3.2 Definition

Abuse is physical maltreatment, emotional maltreatment, sexual maltreatment, neglect or abandonment; it may be an act of commission or omission. Child abuse and neglect is further defined as follows:

- Physical neglect is the failure to provide adequate food, clothing, shelter, health care, education, guidance or supervision
- Emotional neglect is usually the result of not being provided with experiences which produce the feeling of being loved, wanted, secure and worthy
- Physical abuse is physical injury inflicted by a caregiver. These injuries can be the result of an uncontrolled lashing out at a child who happens to be in an adult's way or severe discipline. Injuries that are non-accidental are physical abuse
- Sexual abuse is any form of sexual exploitation or sexual activity by an adult involving a child under the age of 16
- Emotional abuse often consists of placing excessive and repeated demands on a child that a child cannot meet and chronically criticizing or humiliating a child for not living up to those demands

In keeping with these definitions of abuse and neglect, the following protocol will apply within the YWCA facilities and to all programs operated by the YWCA in the community.

3.3 Duty to Report

It is the legal and moral obligation of all volunteers and staff members at YWCA Regina to report suspected child abuse. The following sections delineate the Saskatchewan child abuse reporting statutes outlined in the Child and Family Services Act.

YWCA Regina abides by the Duty to Report as defined by Part III, Section 12, Sub-Sections 1 - 4 of the Child and Family Services Act, as follows:

1. Duty to report. Subject to subsection (2) and (3), every person who has reasonable grounds to believe that a child is in need of protection shall report the information to an officer or peace officer

2. Subsection (1) applies notwithstanding any claim of confidentiality or professional privilege other than one that is recognized by law
3. No action lies against a person who makes a report pursuant to subsection (1) unless that person makes it maliciously and without reasonable grounds for his or her belief
4. Every peace officer that has reasonable grounds to believe that a child is in need of protection shall immediately report the information to an officer of the department

3.4 Definition of a Child in Need of Protection

YWCA Regina abides by the definition of a Child in Need of Protection as it appears in Part III, Section II, Sub-Section A – C of the Child and Family Services Act, as follows.

A child is in need of protection where, as a result of action or omission by the child's parent:

1. The child has suffered or is likely to suffer physical harm
2. The child has suffered or is likely to suffer a serious impairment of mental or emotional functioning
3. The child has been or is likely to be exposed to harmful interaction for a sexual purpose, including conduct that may amount to an offense within the meaning of the Criminal Code
4. Medical, surgical or other recognized remedial care or treatment that is considered essential by a duly qualified medical practitioner has not been or is not likely to be provided to the child
5. The child's development is likely to be seriously impaired by failure to remedy a mental, emotional or developmental condition
6. The child has been exposed to domestic violence or severe domestic disharmony that is likely to result in physical or emotional harm to the child
7. There is no adult person who is able and willing to provide for the child's needs, and physical or emotional harm to the child had occurred or is likely to occur; or the child is less than 12 years of age and there are reasonable and probable grounds to believe that:
 - a. The child has committed an act that, if the child were 12 years of age or more, would constitute an offense under the Criminal Code, the Narcotic Control Act (Canada) or Part III or Part IV of the Food and Drug Act (Canada)
 - b. Family services are necessary to prevent a recurrence
 - c. The child's parent is unable or unwilling to provide for the child's needs

3.5 Violations by Staff Members or Volunteers

If a violation by a staff member or a volunteer is reported, the following actions will be taken:

- The staff member or volunteer will be immediately suspended from the organization.
- A thorough investigation will be conducted by a Director
- The staff member or volunteer be prohibited from returning to the program until the investigation concludes that a return is warranted
- A second incident involving the same staff member or volunteer will result in their dismissal.

3.6 Suspected Abuse or Disclosure

In all situations of suspected abuse and disclosure, management must be involved and actively participate in the reporting to the Ministry of Social Services. If a report is being made, the Director should determine if the CEO should be informed.

If there is physical evidence of abuse:

- Any suspicious markings on a child should be recorded by the supervisor, staff or volunteers and the record kept on file
- The child's response respecting the injuries should be recorded
- There should be a discussion with the parent/social worker about how the markings came about

If there is a disclosure by a child:

- Document the child's description of what took place and who was involved
- All examinations, injuries and statements must be recorded and kept on file
- The Ministry of Social Services should be contacted immediately
- The CEO of the YWCA and the Director of the department in question should also be contacted

4 Employment Policies

4.1 Employment Principles

In the *Introduction* to its *Aboriginal Employment Preferences Policy*, the Canadian Human Rights Commission states that "The Commission...views the social and economic situation of Aboriginal people as among the most pressing human rights issues facing Canada" and affirms the need, under the policy, to give Aboriginal people "priority in decisions on employment matters such as hiring, promotion, training and lay-off."

Among other reasons offered for the position, the Commission cites Article 22 of the United Nation's *Declaration on the Rights of Indigenous Peoples*: "Indigenous Peoples have the right to special measures for the immediate, effective and continuing improvement of their economic and social conditions."

Further, in its *Policies and Guidelines* section titled *Aboriginal People as a Designated Group*, the Saskatchewan Human Rights Commission affirms that "Aboriginal people...have experienced historical inequalities that have become entrenched within educational, economic and other systems" and observe that "Aboriginal people in Saskatchewan [have] the highest rates of unemployment and the lowest rates of [workforce] participation relative to the general, provincial population."

Also, the Truth and Reconciliation Commission of Canada's final report makes calls to action to improve the economic and employment opportunities and outcomes for Indigenous people.

YWCA Regina is committed to treating people fairly, with respect and dignity, and to offering equal employment opportunities based upon an individual's qualifications and performance, free from discrimination or harassment because of race or perceived race, ancestry, national origin,

colour, religion, creed, sex, sexual orientation, age, marital status, family status, physical or mental disability, and receipt of public assistance.

However, the Association intends by this policy to improve the economic and employment opportunities and outcomes for Indigenous people within the organisation.

YWCA Regina recognises that historically 75% of the women we work with are Indigenous and 90% of the children we work with are Indigenous. In order to best serve the needs of the individuals, families and communities the YWCA works with, it will give priority to Indigenous people in all employment decisions.

These principles apply to all aspects, terms and conditions of employment at YWCA Regina including recruitment, hiring, training, transfer, promotion, dismissal and layoffs.

Further, for the purposes of this policy, the term *Indigenous* rather than *Aboriginal* is used; however, both terms are understood to refer to people of First Nations, Metis or Inuit ancestry. Indigenous identity will be determined based upon voluntary self-declaration.

4.2 Human Resource Functions

The Human Resource functions, roles and responsibilities are carried out by a combination of Managers, Directors, Senior Director of Operations and the CEO. Generally, Directors are responsible for ensuring the hiring and termination of employees. In some situations, particularly in hiring of casual staff, the interviewing and hiring of staff resides with the Managers.

The Senior Director of Operations carries the portfolio of human resources. In the absence of the Senior Director of Operations, the CEO will assume responsibility for the human resource function. The Senior Director of Operations acts as a facilitator and offers support and guidance to the hiring, discipline and dismissal process. The degree of involvement with these processes is often negotiated with the Directors involved. The Senior Director of Operations will determine when the CEO should be informed of the activity. At higher levels in the organization, the CEO may become involved.

The Director of Indigenous Relations will review hiring, accountability, succession planning of staff and volunteers, including providing input and advice on hiring targets, timelines, and creating an inclusive workplace / workforce; review decisions regarding hiring of new staff in cooperation with program Directors; and, along with other Directors, Senior Directors, and the CEO, be responsible for employment equity principles stated in Section 4.1 of this policy.

The Senior Director of Operations also coordinates the Occupational Health and Safety Committees in all locations.

4.3 Recruitment and Hiring

The YWCA Regina recruits and hires individuals dedicated to fulfilling the mission and purpose of the association. Applicants for employment shall meet the requirements of the position as established by the association and selection of employees will be fair and without discrimination according to provincial and federal labour laws. All personnel matters relating to recruitment and selection will remain confidential.

4.3.1 Recruitment and Hiring of the CEO

The YWCA Regina Board of Directors is responsible for the appointment of the CEO. An CEO Search Committee is delegated the responsibility for recommending a suitable candidate.

The Search Committee is appointed by the President of the Board of Directors and includes the President and other members of the Board as appropriate. The President of the Board should inform the National CEO Search Committee when advertising the position. The resigning CEO is not a member of the committee, but may be consulted as appropriate. All committee deliberations are confidential.

4.3.2 Job Descriptions

Directors are responsible for preparing job descriptions that accurately reflect the tasks and duties of jobs within their departments and for ensuring those descriptions are kept current. Employees shall be provided with a copy of their job description.

In any job that involves an employee working largely or primarily with Indigenous people, the job description will include a statement making it clear that the employee is expected to work toward developing familiarity with Indigenous cultural traditions and an engagement with Indigenous people and communities.

4.3.3 Job Postings

Current staff of the association will be notified of available staff vacancies. Vacancies and new positions shall be posted internally for a minimum of seven consecutive days and may be advertised outside the association concurrently with internal posting. (Vacancies in some casual positions may not be posted.) Major qualifications and requirements must be stated in all job postings.

Jobs will be posted through SaskJobs and in places and publications that will make them available / visible to Indigenous people.

4.3.4 Application and Selection

Qualified candidates must apply in writing. Resumes or applications will be screened against set criteria from the job posting in order to develop a short list of candidates. Only those applicants short listed will be contacted for an interview.

Performance, skill and ability to perform the job are the primary considerations for the selection of internal candidates. Previous directly related experience, skill and ability are the primary considerations for selecting external candidates.

Candidates are interviewed by a team, which is determined by the CEO or Director. Interviews must use an objective method of determining the best candidate(s). The candidate(s) will undergo further screening through reference checks and verification of past employment.

The CEO or Director will make an offer of employment to the best candidate for the position based on the selection criteria and merit of applicants as demonstrated through the resume/application, interview, and references. The intention in hiring the candidate who is the

best fit for the position is to ensure the highest quality programming and operations of the YWCA Regina while maintaining a fair and consistent hiring procedure.

Once a written offer of employment has been accepted by the successful candidate, all other interviewed candidates will be informed within seven days. If a suitable candidate is not found, the position will be re-advertised.

All of the above is subject to the employment equity principles stated in Section 4.1 of this policy.

4.3.5 Reference Checks

A minimum of two reference checks shall be completed for all potential new hires from external sources. Employers should be contacted as references to verify the candidate's employment history and quality of work. Academic achievements should be verified when they are essential to meeting job requirements.

If the candidate is an internal employee, the Director hiring the candidate will first discuss the qualifications and suitability with the Director from the department the candidate is leaving. The Director hiring the candidate may choose to seek additional references from external sources. If applicant has worked at the YWCA Regina previously and discontinued employment, an internal reference check or exit interview check must be completed.

4.4 Criminal Record Checks, Charges and Convictions

4.4.1 Pre-employment Criminal Record Checks

A Criminal Record Check (see Appendix B) and a Vulnerable Sector Check must be completed prior to commencement of service for all staff, practicum students, and volunteers at their expense. The record check must be current (no more than 3 months prior to the start date of employment).

Staff who have access to protected information for the Parole Program, including shelter, residence and reception staff, must have Security Enhancement Clearance.

A Vulnerable Sector Check is designed to protect vulnerable Canadians from dangerous offenders by uncovering the existence of a criminal record and/or a pardoned sexual offence conviction and is recommended as part of an overall employment or volunteer screening process. The results of the check can help to determine whether an individual is suitable to work in positions where they will be in close contact with vulnerable people.

YWCA management will maintain confidentiality with respect to the criminal record information provided by the applicant, and will use the information only for the purpose of assessing the applicant's suitability to provide services.

The Department Director will review the completed record check and give written indication in a Note to File in the personnel file of the acceptance of the criminal record check. The YWCA does not keep the Police Record Check nor a photocopy of the Police Record Check but should make a note to file that the PRC has been reviewed.

If the criminal record check reveals a conviction for a sexual offense against another person, the applicant will be permanently disqualified from service. Applicants who have been convicted of other offenses may be disqualified at the discretion of the Director. Applicants may also be disqualified by the licensing or funding body for a specific program area. Except for sexual offenses as noted above, the Director may choose to consider applicants with a criminal record. Such consideration will be done in consultation with the CEO, and will be based on the following factors:

- The nature of the offense and its relevance to the safety and well-being of children and vulnerable adults
- The details of the offense, the number of offenses and any patterns of offending
- The length of time elapsed since the last offense
- Personal change and constructive efforts undertaken by the applicant in the time since the last offense, including rehabilitation programming, education, contribution to community and employment

Should the applicant under such consideration enter into service at the YWCA, documentation will be made in a Note to File (see Appendix B) in the personnel file indicating the factors which resulted in a favourable decision in spite of the existence of a criminal record.

If a staff member moves to another department, the documentation on file will suffice if no offenses have been identified. If there has been some offense which occurred prior to their service with the YWCA, the new Director may request another criminal record check.

4.4.2 Subsequent Charges and Convictions

An employee, volunteer or practicum student who is charged with an offense subsequent to assuming a role at the YWCA shall immediately report such a charge to the Director.

If convicted of an offense, the employee, volunteer or student is required to immediately report the conviction to the Director, who will review the details of the conviction and, in consultation with the YWCA CEO, will assess the relevance of the conviction and determine any action to be taken with respect to the individual's service with the YWCA.

4.4.3 External Personnel and Police Record Checks

From time to time, individuals and companies are invited in by the YWCA under a contractual or lease arrangement to do work for the organization or to carry on their own activities in YWCA facilities. These may include contractors, suppliers, trades personnel, fine option volunteers, fitness instructors, as well as organizations or companies that are tenants in the building.

A criminal record check is not required from external personnel or contractors as long as the following conditions are met. YWCA must provide adequate supervision to ensure that no violations take place by outside individuals. Under no circumstance should an employee allow outside individuals to have access to clients without supervision.

4.5 Documentation for Hiring

4.5.1 Offer of Employment

The successful applicant for a job vacancy shall be given a written offer of employment which outlines all terms and conditions of employment in that job. The applicant must accept the offer by signing it before commencing work. All offers of employment shall be approved by the CEO for management positions or by the Director for the program area for all non-management positions.

A written offer of employment shall include the following components:

- Title of the position being offered
- Starting salary stated in hourly wage terms
- Name of the department in which the position is located
- Name and title of direct supervisor to whom the individual will report
- Duration of the probation period
- Effective date of hiring
- Summary of benefit plans and when they become effective
- Privacy Pledge (see Appendix A)
- Conditions of employment that must be observed
- A statement that the offer of employment is conditional on the candidate's ability to satisfy the association's police record check requirement
- Termination clause

4.5.2 Payroll Authorization

A payroll authorization form shall be submitted to the Finance Department indicating the name, position title, department, pay rate, employment classification, hours of work, and start date for each new hire and internal transfer due to hiring. All new employees must complete the payroll package on or before the first day of employment.

4.5.3 Personnel Files

The official personnel files of all non-management staff of the YWCA Regina reside in the office of the Senior Director of Operations. The official personnel files of all management staff of the YWCA Regina reside in the office of the CEO. These files are the main repositories of all personnel transactions.

Once hiring is completed, the following items must be forwarded to the Senior Director of Operations for inclusion in personnel file (see Appendix C):

- Resume
- Notes from interview
- Reference check forms
- YWCA Regina Privacy Pledge (see Appendix A)
- Letter of Offer
- Criminal Record Check form and Vulnerable Sector Check Form (see Appendix B)
- Child Abuse Registry Checks (appropriate departments)
- Copy of valid driver's license (where applicable)

- Copy of First Aid/CPR Certificate with expiry date
- TB test results (child care only)

4.6 Terms and Conditions of Employment

The conditions in this Statement of Terms and Conditions form part of the offer of employment and shall be outlined to each prospective employee either during the selection process and/or when an employment offer is extended.

4.6.1 Eligibility for Employment in Canada

During employment interviews, all candidates should be asked if they are legally entitled to work in Canada. In order to be legally entitled to work in Canada, candidates must either be Canadian citizens or foreign workers with a valid work permit and social insurance number. Applicants whose social insurance numbers begin with 9 have only a temporary work permit.

Foreign workers (those who are not Canadian citizens or permanent residents) require a valid work permit and social insurance number in order to work in Canada. A Canadian work permit is issued by Citizenship and Immigration Canada (CIC).

The valid work permit must include:

- “YWCA Regina” or “Open” as the employer
- An appropriate occupation
- Valid start and end dates that cover the appointment period

Note that work permits sometimes have specific restrictions such as a limit on the number of hours per week that may be worked.

A copy of the social insurance number and work permit must be provided to the payroll department in order for pay to be issued. A copy of these documents will also be kept in the employee’s personnel file.

When hiring, YWCA Regina gives preference to Canadian citizens and permanent residents. If a qualified Canadian citizen or permanent resident is not available and qualified foreign worker is, Human Resources can help the manager obtain a work permit.

4.6.2 Employment Application

Any misrepresentations, falsifications, or material omissions in any data requested during the hiring process shall result in the exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment for just cause, without notice or compensation in lieu of notice.

4.6.3 Privacy Pledge

During employment with the organization, employees may have access to confidential information about the organization and clients. Therefore, employees must sign a Privacy Pledge (Appendix A) which requires that they not use or disclose any confidential information during their employment with YWCA or at any time in the future, outside of the necessary use of this information with client consent to provide direct service to the client.

4.6.4 Driver's License and Driving Record

Employees whose work requires operation of a motor vehicle must present and maintain a valid driver's license and a driving record acceptable to our insurer. Any changes in an employee's driving record must be reported to the CEO immediately. Failure to do so may result in disciplinary action, including possible dismissal.

Employees who operate company vehicles during their assigned work or operate their own vehicles in performing their jobs are financially and legally responsible for any traffic or parking violations. Employees driving their own vehicle for business purposes must maintain adequate insurance at all times at their own expense.

4.6.5 Adherence to Policies and Procedures

Employees are required to observe and adhere to the association's published policies and procedures at all times.

4.7 Probationary Period

4.7.1 General

The probationary period provides new employees with time to evaluate their new job responsibilities, and provides YWCA opportunity to assess the probationary employee's suitability as a member of the team. During the probationary period, an employee is classified as Probationary. Either the employee or the YWCA may end the employment relationship any time during the probationary period. The YWCA is not obligated to provide any notice or pay in lieu of notice if employment is terminated during the probationary period.

Directors and Managers should monitor the progress of new employees during the probationary period and recommend whether or not the employee's employment continues at the end of the probationary period.

The employee is ineligible for employee benefits (group benefits and RSP) during this time except vacation, sick leave benefits and statutory holidays.

4.7.2 Length

All new and rehired full-time, part-time, term, and casual employees shall serve a probationary period during the first three (3) months after their date of hire. The probationary period may be extended once, with written notice, for up to three additional months. Any absences during the probationary period will automatically extend the period by the length of the absence.

4.7.3 Orientation and Training of New Employees

Newly hired employees shall receive appropriate orientation to the YWCA. The goal is that newly hired employees receive an effective and uniform introduction to the association and its mandate and training adequate to do their jobs effectively and in accordance with government regulations.

Directors are responsible for ensuring each new employee receives proper orientation to the YWCA's working environment and philosophies. They also need to ensure new employees receive adequate coaching and training to enable them to succeed in the workplace.

4.7.4 Training for New Employees

Newly hired employees shall receive necessary training as follows:

- All required health and safety training prior to commencing duties
- All required personal information protection training prior to having access to personal information of employees, clients, customers or other third parties
- All required job duty training to address his or her specific needs, considering his or her previous experience and education and as deemed necessary by the employee's supervisor prior to commencing duties

4.7.5 Orientation for New Employees

Employee orientation is the responsibility of the director or manager of the department hiring. Orientation will include:

- Completion of forms, by the employee, from the Accounts Payable Clerk, including Social Insurance Number, banking information, tax information and Privacy Pledge
- Submission of completed payroll paperwork to the Payroll Clerk in the Finance Department prior to the first day of work
- Tour of building
- Introduction to staff on hand
- Reference to the GA computer network drive for general YWCA information, including policy manual, organization chart, etc.
- Completion of forms for payroll
- Outline of job description and job responsibilities
- Reporting structure
- Protocol for emergencies

4.7.6 Performance Review

During the probationary period there will be continual feedback and coaching on performance. If an Accountability Agreement is used for appraisal prior to completion of probation, it will be signed and retained in the association's personnel files.

4.7.7 Subsequent Probation for Internal Transfers and Promotions

In all cases when an individual is promoted or transferred within the association, the individual will serve a subsequent probationary period of three months in their new position which may be extended once, with written notice, for three months. Any absences during the probationary period will automatically extend the period by the length of the absence. An employee who does not successfully complete his or her subsequent probationary period will be given consideration for possible reassignment within the association.

During this probationary period the employee will maintain the benefits they were previously receiving.

4.7.8 Permanent Appointment

When the probationary period is successfully completed, with the mutual agreement of employee and manager, the appointment becomes permanent.

4.8 Job Classifications

4.8.1 Casual Employees

Casual employees do not have regularly scheduled hours of work, and are called in as necessitated by changing work loads. For example, casual staff may fill in for staff members who are sick or on holidays, supplement staff resources during an increase in program activity or client demands, or to complete major maintenance projects.

4.8.2 Term Employees

If the term position is one year or longer the employee may be eligible for all benefits if the requirement for a minimum number of hours per week is met. (See 5.4 Group Benefits)

4.9 Hours of Work

4.9.1 Hours of Work

All employees shall not be required to work or be at the disposal of the employer for more than the hours of work prescribed by the Director of Labour Standards in the Averaging of Hours permits. See Section 9 of the Labour Standards Act.

Managers will make every effort to see that employees receive at least two consecutive days off every seven days.

4.9.2 Flexible Work Arrangements

The YWCA is a flexible workplace. Scheduling for working hours depends upon the needs and requirements of the specific job as agreed to by department management, in consultation with the employee and in accordance with provincial labour legislation.

4.9.3 Overtime and Compensatory Time

The YWCA Regina has Agreements to Average Work Hours permits that include a modified work arrangement of 160 hours over 4 weeks that covers various employees within the association. Hours worked in excess of the agreement specific to the program in which the employee worked will be paid at a rate of 1.5 times the employee's rate. Please refer to the Agreement to Average Hours Permit specific to your program.

Hourly full-time and part-time employees who are not covered under the Agreement to Average Work Hours permit will be paid overtime in accordance with the Saskatchewan Labour Standards Act. The Act states "an employer who requires or permits an employee to work or be at his disposal for more than eight hours in any day or 40 hours in any week shall pay to that employee wages at the rate of time and one-half for each hour or part of an hour in excess of eight hours in any day, or 40 hours in any week, during which he requires or permits the employee to work or be at his disposal." All overtime must be authorized in advance by their direct supervisor except in the cases which are emergencies and the supervisor cannot be reached.

Managerial and salaried employees will receive time off in lieu of extra hours worked. Such time off is to be mutually agreeable with the supervisor and their Senior Director. The ratio for time

off in lieu will be one hour for every extra hour worked. It is policy that salaried staff should not be working on Statutory Holidays however if an emergency dictates that this is unavoidable then the time off in lieu will be 1.5 hour for every extra hour worked. It must be noted that time accrued must be for the sole purpose of emergency and necessary time. Accrual of time to bank for future time off is unacceptable and will not be approved. It is the policy of the YWCA Regina to have monthly banked time used by the end of the following month. No more than 15 hours can be banked at one time.

4.10 Confidentiality

4.10.1 Confidential Information

In some program areas confidentiality is critical to the program and the safety and well-being of our clients. The YWCA Regina Privacy Pledge (see Appendix A) must be signed by all employees and volunteers. Breach of confidentiality can be sufficient cause for immediate termination.

Individuals in a position of trust must treat as confidential all information acquired in the course of their work or volunteer activities concerning participants, families, volunteers, staff, donors, and other constituents. Confidential material will be accessed by any individual only as necessary for the performance of their duties. A breach of confidentiality policies will result in discipline up to and including termination.

No employee or volunteer will use information obtained through their work with YWCA to advance any personal interest, financial or otherwise.

All information and records, including electronic records, shall be kept secure (for example, in a filing cabinet, desk, etc. under lock and key, password protected, etc.) and confidential at all times.

4.10.2 Privacy

The YWCA protects the personal information that is collected and adhered to all legislation requirements with respect to protecting the privacy of clients, donors, volunteers and staff members alike. We do not rent, sell or trade any personal information including mailing lists.

The YWCA adheres to the Privacy Act as well as Imagine Canada's Ethical Fundraising and Financial Accountability Code.

4.11 References

4.11.1 Third Party Reference Requests

The YWCA Regina is committed to protect employees' privacy and to ensure consistent treatment of requests for information about employees or former employees. Third party references will be provided only with permission from the employee. Information requests are generally given for confirmation of employment and salary information.

- Determine the authenticity of the request. Either offer to return the call to ensure that you are dealing with a bona fide organization. Former employees should be contacting the manager to notify them of potential reference.

- Avoid subjective comment, analysis, opinion, prediction regarding future success and recommending individuals for specific positions.
- Remember it is not necessary to limit information to "name, rank and serial number". There are many positive implications for your organization in providing a positive and appropriate reference, as noted above.

4.11.2 Authorized Information Release

- Employees and former employees must provide written authorization in order for the association to release payroll information or personal information.
- In the event an employee or former employee does not provide written authorization to release specified information to a third party, only the employee's or former employee's business title, job duties and dates of employment will be disclosed.
- Payroll staff members are permitted to respond to requests for information regarding a credit or loan application with signed authorization from the employee or former employee.

5 Salary and Benefits

Pay rates are established based on internal equity (classification of positions based on similar duties, diversity of work, amount of supervision given and received, and complexity of work); funder contract specifications (where applicable); and external value. Pay rates for positions are determined by the CEO in accordance with YWCA Regina budgets approved by the Board of Directors.

5.1 Salary Adjustments

All salary adjustments are subject to provincial funding and YWCA budget limitations. The YWCA's ability to fund salary increases is directly related to its income and successful financial operations.

5.1.1 Acting Pay

In the event of the CEO or designate assigning an employee temporary acting responsibilities for a higher-rated position for more than 30 consecutive days, a pay increase will be provided. The rate of pay for temporary acting responsibilities will be determined based on the length of time of the temporary assignment and the level of responsibility. In the case of temporary performance of the CEO's duties, the Board of Directors will determine the compensation.

Each potential acting pay situation must be reviewed and approved by the department director and the CEO before discussion with the affected employee and/or salary action taking effect.

5.2 Staff Member Benefits

5.2.1 Paid Vacation Entitlement

5.2.1.1 Part-time employees who work less than 20 hours per week, casual employees, and temporary employees in positions less than one year in length receive 5.77% vacation pay in lieu of paid vacation time.

5.2.1.2 Permanent employees who work no less than 20 hours per week are entitled to paid vacation, which accumulates from the date of employment. The rate at which vacation is earned increases with the employee’s total hours of service worked at YWCA Regina, according to the charts below. Upon termination of employment, earned vacation entitlement will be paid out.

5.2.1.3 Entitlement for non-management staff is:

Non-management Employees	
Hours of Service	Rate at Which Vacation Is Earned
1 – 9,750	3/52 of hours worked
9,751 – 19,500	4/52 of total hours worked
19,501 – 29,250	4.4/52 of total hours worked
29,251 +	5/52 of total hours worked

The maximum paid vacation entitlement is based on full-time employment of 1950 hours per year.

5.2.1.4 Entitlement for management staff is:

Management Employees	
Hours of Service	Rate at Which Vacation Is Earned
1 – 9,750	4/52 of total hours worked
9,751 – 19,500	5/52 of total hours worked
19,501 – 29,250	5.4/52 of total hours worked
29,251 +	6/52 of total hours worked

The maximum paid vacation entitlement is based on full-time employment of 1950 hours per year.

5.2.1.5 Bonus Paid Vacation for Long Service

At the completion of the full-time equivalent of 10, 15, 20, 25, and 30 years of service, calculated at 1950 hours per year, a one-time bonus of 1/52 (37.5 hours) is given.

5.2.1.6 Scheduling Vacation

The YWCA is by nature a seven-day-a-week, 24-hour operation. Therefore, the scheduling of paid vacation time is decided where possible within the framework of employee desires, workloads and needs of the agency. Employees must request any vacation period in writing to their Direct Supervisor for approval. Four weeks’ notice should be given on all time off requests, however exceptions can be made by the employee’s Direct Supervisor. Vacation to which an employee is entitled may be taken in one unbroken period or several periods. As a general principle, YWCA employees are expected to take regular vacation time to enjoy the benefits of rest and revitalization.

5.2.1.7 Vacation on Probation

Vacation days cannot be borrowed while on probation. However, any days earned can be taken.

5.2.1.8 Vacation Carry Over

37.5 hours of vacation may be carried over from one fiscal year to another. At the discretion of the Senior Director, employees can apply to carry over an additional week if accompanied by the time off request for the following fiscal year.

5.2.2 Holidays

5.2.2.1 Statutory Holidays

Statutory holidays are those legislated by the federal or provincial governments, including New Year's Day, Family Day, Good Friday, Victoria Day, Canada Day, Saskatchewan Day, Labour Day, Thanksgiving Day, Remembrance Day and Christmas Day.

Where a statutory holiday falls on a non-working day, another day shall be granted as the holiday and taken on a day specified by the YWCA, generally the first working day after the holiday. For example, if the holiday falls on a Sunday and the employee does not normally work on a Sunday, the holiday will be recognized on the Monday.

Statutory holiday pay is calculated as 1/20 of wages earned by the employee in the four weeks before the holiday. Hourly staff members who are required to work on a statutory holiday are paid time and one-half for all hours worked, in addition to the normal holiday pay calculation of 1/20 of regular wages earned by the employee in the four weeks before the holiday.

5.2.2.2 YWCA Holidays

National Indigenous People's Day, Boxing Day, and one day during the Christmas season are designated as additional holidays by the YWCA but are not legislated statutory holidays. In the event that these holidays fall on a weekend, the Child Care Department will determine which day the YWCA will recognize (Friday or Monday).

If salaried staff members are required to work on a YWCA holiday, they will be given time in lieu, calculated at straight time. Hourly staff members who are required to work on a YWCA holiday will be paid at straight time in addition to the normal holiday pay calculation of 1/20 of regular wages earned by the employee in the four weeks before the holiday.

5.2.2.3 Observation of Additional Religious Holidays

A staff member who observes religious holidays on days other than those designated in these policies should make arrangements with the CEO at the time of employment. The observance of these days may be taken as vacation time or as unpaid leave.

5.3 Leaves

Apart from mandatory leaves under the Saskatchewan Employment Act, the YWCA Regina holds the right to deny a request for a leave of absence and the Directors will have the final say on all requests for a leave of absence. Managers will track all requests for leaves in their departments. The Finance Department will also have a record of all leaves of absence. If the Senior Leadership team deems that the requested leave (not a mandatory leave under the Saskatchewan Employment Act) will cause unnecessary

disruption to the current success in the program, then the request may be denied. A minimum of 4 weeks of notice is required with a date of departure from work and a date of return to work. Employees who have been in the employer's service for more than 13 consecutive weeks are entitled to mandatory leaves under the Saskatchewan Employment Act.

5.3.1 Sick Leave

The YWCA Regina recognizes the importance to employees of financial benefits during a time of illness. However, sick leave is a benefit that must only be used for the purpose for which it is intended. Employees who take sick leave without legitimate reason are subject to disciplinary action.

5.3.1.1 Sick Leave Benefits

All staff members, with the exception of casual staff, shall accumulate sick leave from the date of employment at the rate of 3/52 of time worked to a maximum of 15 days per year for a full time equivalent of 1950 hours. Staff cannot borrow unearned sick time.

Sick time may be accumulated year to year to a maximum of 75 days. Upon termination of employment, sick time will not be paid out.

Staff members are required to notify their department manager promptly in cases of illness and keep their manager informed on a regular basis about the prognosis of their illness and expected date of return.

5.3.1.2 Casual and Part-time Staff

Sick time will not accrue on casual hours nor can it be taken when working casual hours. Part-time staff members will be able to take sick time only for regularly scheduled hours, not casual hours. An employee who resigns from a full or part-time position and is appointed to casual employment will have their sick leave revert to zero.

5.3.1.3 Medical Certificate

An employee may be required to provide a medical certificate to substantiate their need to utilize sick leave benefits. Such circumstances may include but are not limited to: three consecutive days of illness, sick leave usage immediately following vacation, or high usage of sick leave benefits.

5.3.1.4 Prolonged Sick Leave

Claims for sick leave for prolonged illness shall be accompanied by a medical certificate stating a prognosis and approximate date of return.

If the employee is still unable to return to work after accumulated sick time is taken, she or he can apply for employment insurance benefits and/or Long-Term Disability benefits through the YWCA Group Insurance plan.

An employee suffering prolonged illness shall be granted mandatory leave of absence without pay when all sick leave entitlement has been expended.

Upon return to work, employees may be required to provide medical information to assist in determination of ability to perform job duties and any accommodations needed if the employee is medically unable to fully return to their former duties. Employees may be requested to present proof of their fitness to return to work after a lengthy illness.

The YWCA will hold a position open up to 12 weeks and in cases of Worker's Compensation claim, up to 26 weeks. After such period, if the employee is unable to return to work, the director will assess any hardship created in the department by filling the position with temporary staff. Every attempt will be made to accommodate the employee on sick leave and in no way discriminate based on the employee's ability.

5.3.2 Maternity Leave, Adoption Leave and Parental Leave

5.3.2.1 Maternity Leave

Upon written request four weeks in advance, unpaid maternity leave will be granted for the pregnant employee. Employees are entitled to a maternity leave of 18 weeks commencing at any time during the period of 12 weeks preceding the estimated date of birth, and no later than the date of birth. If the actual date of birth is later than the estimated date of birth, the employee is entitled to not less than six weeks' leave after the actual date of birth.

The written request for maternity leave must be submitted four weeks in advance of the leave and must include the expected date of return to work. Maternity leave request can also include the period of parental leave request if applicable. Employees must notify their department manager four weeks in advance of their intended date of return to work.

After returning from the leave, an employee returns to the same level of annual holiday entitlement as prior to the leave.

5.3.2.2 Adoption Leave

Upon written request four weeks in advance, an employee is entitled to an adoption leave of 18 weeks commencing on the date on which the child comes into the employee's care or becomes available for adoption if the employee is to be the primary caregiver of the adopted child during the period of the leave.

5.3.2.3 Parental Leave

Upon written request four weeks in advance, an employee who is a parent of a newborn or newly adopted child is entitled to parental leave of not more than:

- a) 34 weeks, if the employee has taken a maternity leave or an adoption leave; or
- b) 37 weeks, in other cases.

If taking maternity or adoption leave, parental leave will be taken consecutive to the maternity or adoption leave.

5.3.3 Bereavement and Compassionate Leave

Leave with pay will be allowed for bereavement due to the death of a family member for up to 22.5 hours paid and four days unpaid per year based on full-time equivalent. The department director may grant additional leave time without pay. For purposes of requesting paid leave, a family member is defined as a spouse or partner, mother, father, sister, brother, son, daughter, grandparents (including current in-laws), grandchildren, aunts, uncles, nieces and/or nephews, and, in recognition of the often extended understanding of kinship for Indigenous peoples, any other person considered by the employee to be family.

Compassionate leave does not accumulate from year to year.

5.3.4 Jury Duty

Any regular full-time employee who is required to perform jury duty on a regular workday will be released to serve. Staff will be paid to attend the selection process.

5.3.5 Benefits While on Leave, Other Than Maternity

Before an employee begins a leave, they must make arrangements with the payroll department to discuss continuation or termination of benefits while on leave.

If the employee chooses to continue benefits while on leave, premiums for the entire leave will be deducted in the final pay period of the month in which the employee begins their leave—or the employee may leave monthly post-dated cheques to cover their premiums throughout the leave.

If the leave is extended past their original return to work date, premiums are to be paid by the employee in advance of the extended leave period. If they are not paid in advance, all premiums owing will be deducted from the employee's first pay cheque upon their return to work.

For leaves other than sick leave, if the leave is greater than 3 months, benefits are terminated until the employee returns. At that time, the employee must re-apply for benefits.

5.3.6 Benefits While on Maternity Leave

Employees on maternity leave are entitled to remain on the group benefit plan during their leave. However, they may choose to opt out of the plan. If they make this choice, they must sign a “Refusal of Benefits while on Maternity Leave of Absence” form declaring their suspension of benefits.

If an employee chooses to remain on the group benefit plan, everything continues as when the employee was working, with the employee responsible to pay their share of the premium during the duration of their leave.

5.3.7 Discretionary Leave

Discretionary leave is a leave of absence without pay for a specific period of time which may be granted to an employee. The leave must be requested in writing (please use Discretionary Leave Request Form found in the Appendix section of this document) at least four weeks in advance, however the more notice provided by the employee will allow the Direct Supervisor the needed

time to consider an approval for the requested leave. This includes leaves to take another temporary position within the YWCA Regina. Leaves requested for the purpose of accepting an internal permanent position at the YWCA will not be considered or approved. While the YWCA Regina respects and supports employees need for professional development leaves, we also see the impact that these leaves can have on a successful program. Because of the potential negative implications that a particular department and/or program may experience through a staff leave, the YWCA Regina reserves the right to deny requests on a case by case basis keeping the needs of the Association as priority in the decision making process. Special consideration will be made for extended maternity requests.

Decisions regarding leave requests will be left to the discretion of the staff member's Direct Supervisor and the Senior Leadership Team as needed. This decision will take into account both the positive and negative outcomes that the leave would have on the Association.

Employees are entitled to unpaid compassionate care leave of up to eight weeks to provide care or support to a member of the employee's [immediate] family, including family as defined previously including extended family / kin, who has a serious medical condition with a significant risk of death within 26 weeks from the date the leave commences.

5.4 Group Benefits

Permanent employees who work 15 hours or more per week are eligible for the group benefits plan. For permanent employees who work 20 hours or more per week, there is a 3-month waiting period before enrolment in the group benefits plan takes effect. For permanent employees who work between 15 and 20 hours per week, there is a 6-month waiting period before enrolment in the group benefits plan takes effect.

5.4.1 Long Term Disability

The YWCA pays 50% of premiums. See Group Benefits Plan booklet for details.

5.4.2 Group Life Insurance Plan

The YWCA pays 50% of premiums for each employee. The employee pays the premiums for any dependents.

5.4.3 Extended Health Plan and Dental Plan

Details can be obtained from the finance department.

A staff member on unpaid leave of absence must assume responsibility for paying the premiums for the plan. If the staff member fails to pay the premiums during their absence, they will be taken off the plan and it may take up to 3 months to have their benefits reinstated.

5.4.4 Pension/RSP

Isabel Johnson Shelter employees are eligible for a pension plan administered by The Cooperators. All other eligible YWCA staff can belong to the group RSP plan with the RBC Royal Trust. The YWCA contributes 4% of salary on the group RSP plan and employees are able to make voluntary contributions.

5.4.5 Benefits While On Worker's Compensation

Because worker's compensation is paid as a result of incidents on the job, the YWCA assumes some responsibility for ensuring that there is no loss of benefits as a result of being off work. However, the YWCA is not in a financial position to award benefits indefinitely. Therefore, for up to one month, the YWCA will ensure the employee will not lose any benefits while on worker's compensation

Such employees will continue to accrue vacation and sick time, will have their group benefit plan premiums paid by YWCA, and, once they have returned to work, will receive statutory holiday pay calculated on the basis of regularly scheduled hours, even if they have not been back to work for the four weeks preceding the holiday.

The return to work may be staggered or interrupted and the employee may not be able to return to full duties at once or may have setbacks.

5.5 Staff Member Development

Responsibility for staff member development rests with the Department Directors. Staff member development in any year is dependent upon the funds allocated during budget development, or upon funds raised from other sources during the year. Full-time employees will have priority over part-time employees, who will in turn have priority over casual staff members. Every effort will be made to allocate funds for employees to attend workshops and conferences that will assist them in keeping current in their area of service provision. Decisions on expenditures of staff member development funds will be made jointly between the staff members and the Department Director.

5.6 Business Expenses

5.6.1 Expenses for Business Travel

When on assigned duties outside of Regina, all business expenses, including business phone calls, transportation costs, registration fees, meals and accommodation, shall be reimbursed when approved by a direct supervisor at least one level of authority higher than the individual submitting the expense claim. The expense claim must be documented by receipts and submitted in the same fiscal quarter in which expenses were incurred and prior to the conclusion of the fiscal year in which expenses were incurred.

Consideration shall be given to the cost effectiveness of travel expenses incurred when travelling for YWCA Regina business. Cost effectiveness does not necessarily mean the least expensive method of travel; required time, impact on service delivery and safety should be considered when assessing cost effectiveness. Options include: use of YWCA vehicle, bus, rental vehicle, use of personal vehicle with reimbursement for mileage, or air travel. Employees are expected to consult with their direct supervisor when planning business travel.

Upon prior approval, eligible travel expenses include:

- a. Vehicle mileage when personally-owned vehicle is used
- b. Rental vehicles
- c. Fuel for rental vehicles or YWCA owned vehicles
- d. Accommodation

- e. Meals (see below for maximum reimbursement)
- f. Economy class airfare. (To ensure the best price, book a minimum of two weeks in advance and, if possible, avoid additional costs for travel agents or other unnecessary fees.)
- g. Taxi fares, including a gratuity of up to 15% for local ground transportation
- h. Charges for business-related phone calls or electronic communication
- i. One personal long-distance call for each consecutive 24-hour period of absence
- j. Bus fares.

For air travel, specific requirements should be forwarded to the Accounts Payable Clerk who will book flights, accommodation, and prearranged ground transportation.

Reasonable and appropriate meal expenses will be reimbursed at actual cost with receipts, including a gratuity of up to 15%, up to a maximum of \$52 per day, allowing \$11 for breakfast, \$17 for lunch and \$24 for dinner, unless any of these meals are included in registration fees or are not otherwise the direct responsibility of the staff member.

When a speaking engagement is required as part of a staff member's job or a staff speaker has been solicited through the YWCA, any remuneration received will be returned to the YWCA. This includes any amounts received for reimbursement of travel expenses.

5.6.2 Local Transportation Expenses

Vehicles owned by the YWCA Regina should be used when doing business for the YWCA whenever possible. On permission from the department head, staff members may choose to use their own vehicle to do business for the YWCA. However, mileage will not be awarded to the employee who chooses to use their own vehicle for local transportation when a YWCA vehicle is available.

When a private automobile is required for a staff member assignment and with the permission of the department head, mileage entitlement is \$0.40/ kilometre. It is expected that all YWCA staff will make their best effort to ensure that all personal travel has been efficiently planned out to minimize the cost. Parking will be reimbursed at the actual amount of the expense as needed when parking away from the YWCA Regina downtown location in necessary due to meetings and engagements. The mileage and parking form can be found in the appendix section of this manual.

YWCA Regina will not reimburse for regular commuting between an individual's place of residence and either her or his designated worksite or the first and last destination within Regina city limits but will reimburse for business travel occurring between sites which falls between the first and last business of the working day. Transportation expense claims shall be reimbursed when approved by a direct supervisor at least one level of authority higher than the individual submitting the expense claim. The expense claim must include where the travel occurred (for example, from the YWCA downtown location to Century Crescent Childcare and back) and for what purpose. The transportation expense claim must be submitted in the same fiscal quarter in which expenses were incurred and prior to the conclusion of the fiscal year in which expenses were incurred.

If a YWCA vehicle is used and any mileage reimbursement is received from other funders, the payment will be paid back to the YWCA.

5.7 Cell Phones

5.7.1 Cell Phone Expenses

- 5.7.1.1 Where deemed necessary for the performance of job duties, YWCA Regina shall either provide the employee with a cell phone or other wireless electronic device, owned and paid for by the YWCA Regina, to use for business purposes; or permit the employee to use a personal cell phone for business purposes and reimburse the employee \$55 monthly. Submission of this expense must be done monthly and must be approved by a direct supervisor at least one level of authority higher than the individual submitting the expense claim.
- 5.7.1.2 In the case of the YWCA Regina providing the cell phone, the equipment remains the property of YWCA Regina and must be returned immediately upon request or upon the termination of the employee's employment.
- 5.7.1.3 The specific requirements for use of the cell phone for business purposes will be clearly outlined to the staff member by their supervisor. This may include telephone calls, text messages, and business email.
- 5.7.1.4 Staff members are responsible for any charges for personal use, including long distance calls, roaming charges, data charges, internet access, and transmission of images. Staff may also be responsible for replacement of equipment if proper care of the equipment is not taken.

5.7.2 Standards for Use of Cell Phones

Cell phones may create unnecessary distractions in the workplace; during work hours, cell phones should be used for business purposes only. Employees are encouraged to send or receive any personal communication, including phone calls, texts or emails, outside of regular work hours or during scheduled breaks. Employees should make friends and family members aware of this policy to deter them from making personal communications during regular work hours.

Employees are strictly prohibited from using personal cell phones or similar devices for any unauthorized storage or removal of YWCA Regina confidential information through the use of cell phone cameras, memory storage devices, or other means.

Standards relating to privacy, confidentiality, and YWCA's proprietary rights apply fully to employees' use of cell phones, whether owned by the employee or by the YWCA. In cases where private, confidential, or proprietary information or images are captured, transmitted by or stored on cell phones, the employee must ensure that such information, including photographs, emails, and work documents, do not become accessible to anyone who is not authorized to access that information; cell phones used for YWCA work purposes must be password protected.

Cell phones must not be used to make sound, video or photographic recordings of clients without their express written consent, and the approval of the program director. Employees are encouraged to delete confidential, private, and proprietary information from cell phones as soon as it is practical, and must delete all such information from devices they own immediately upon conclusion of employment with YWCA Regina.

Employees are prohibited from operating a vehicle on YWCA Regina business while using a hand-held cell phone or hand-held wireless electronic device except for the purpose of contacting emergency services (ambulance, fire, police). Neither company issued nor personally owned cell phones intended for business use may be used to conduct illegal transactions, harassment, or any other unacceptable behaviour.

Cell phone use will be immediately restricted or limited for any employee in violation of these standards.

5.7.3 Use of Business Cell Phone While Travelling

5.7.3.1 While doing work of the YWCA (Regional/National meetings, trainings, out-of-town meetings and conferences):

- a. Work-related email air time costs will be paid for by the YWCA
- b. Personal air time will be charged to the individual
- c. One call per day for personal reasons will be paid by the YWCA but should not exceed 10 minutes
- d. All other calls will be charged to the individual.

5.7.3.2 While on vacation:

Unless authorized by the CEO, the staff member should not be carrying a YWCA cell phone on vacation. If a cell phone is required, it should only be used for work-related communications. Personal communications will be charged to the individual.

6 Performance Planning and Progress Reviews

6.1 Accountability Agreements

In order to encourage and support staff members to be the best they can be, YWCA conducts annual Accountability Agreements with all employees. Accountability means that the individual employee accepts personal responsibility to give an account of their own actions, and the results of those actions. In dialogue with each employee, managers use Accountability Agreements to explore two questions:

- Have I completed the tasks I am responsible for, and have I done those tasks well?
- Am I using my personal abilities and strengths to make a contribution that perhaps only I can make?

Accountability agreements are a two-way promise. The employee commits to carry out the tasks that are part of their job, and to make a difference based on their personal strengths. The YWCA commits to provide the support and resources needed so that employees can be the best they can be.

Further, YWCA Regina is committed to the processes of truth and reconciliation. The *Truth and Reconciliation Commission of Canada's* 10th Principle of Reconciliation reads:

Reconciliation requires sustained public education and dialogue...about the history and legacy of residential schools, Treaties, Aboriginal rights, as well as the history and contemporary contributions of Aboriginal peoples to Canadian society.

As a demonstration of its commitment to truth and reconciliation in Canadian society and with YWCA Regina itself, and in recognition that such work requires individual / personal commitment, all accountability agreements will include a section making clear that each employee is expected to demonstrate a measurable commitment to developing familiarity with Indigenous history, cultural traditions, and contributions and engagement with Indigenous people and communities.

Accountability agreements recognize that employees are key to realizing the vision and mission of the organization. Staff are to be valued, supported and recognized for the value they bring to the organization.. The Accountability Agreement process gives employee and manager the opportunity to talk about how the employee contributes to the YWCA as a whole.

6.2 Key Principles of Accountability

6.2.1 A Personal Promise

Accountability is a statement of personal promise. Accountability applies to individuals, not departments. The Accountability Agreement is a personal commitment to the YWCA and to those we serve. Each staff member, regardless of position, has an impact on the organization.

6.2.2 Focus on Results

Accountability for results means activities aren't enough. Most job descriptions are worded in terms of activities that are expected to be done. In contrast Accountability Agreements speak about the goals that employees are trying to achieve. For example, a child care worker may have in their job description that they organize outings for the children. However the Accountability Agreement speaks to a broader, more powerful vision that demonstrates that a child care worker engages children in exploring new experiences, thus broadening their scope.

6.2.3 Personal Judgment and Decision-Making

Accountability requires room for personal judgment and decision-making. If staff are to be accountable, they must be empowered to make decisions and use their judgment. Accountable people are expected to be resourceful in the achievement of results, and to be responsible for finding solutions.

6.2.4 Individual and Unconditional

Accountability is neither shared nor conditional. The Accountability Agreement is an individual, unique personal plan. Accountability is unconditional; it exists regardless of how much decision-making power the employee has, or the mistakes of others. The employee is still accountable, regardless of what others do around them. While a portion of the accountability can be assigned to others (delegated work) but, the result or accountability cannot be disowned.

6.2.5 Accountability for the Organization is Primary

Accountability for the organization as a whole overrides individual accountability. Everyone is accountable for thinking about and acting on what is best for the organization, even if it means putting aside one's individual accountability. For example, if there is a shift in schedules because

of increased number of children in child care, the decision to move people's schedules needs to be in the best interests of the child care centre, not individual needs.

6.2.6 Accountability Brings Consequences

Accountability is meaningless without consequences. Consequences that are personally significant to the individual are essential elements of Accountability Agreements. Consequences are agreed upon in advance of results, and while they can be positive or negative, the emphasis should be on positive consequences.

6.3 Performance Review of CEO

Performance review of the CEO is the responsibility of the YWCA Board of Directors. The performance review will follow the agreed upon governance policies as outlined by the Board of Directors. It shall be kept in the Association's permanent personnel files.

7 Employee Relations

7.1 Employee Relations Principles

The YWCA Regina believes that the success of our organization in achieving our mission depends upon the quality and commitment of our employees. Our objective is to build a staff team who provide excellent service, continually improve their skills, and maintain a high standard of working relationships based upon mutual trust, respect, and courtesy. We strive to:

- Provide a work environment which is free of discrimination and/or harassment.
- Provide a work environment that encourages self-motivation and initiative.
- Provide an environment of continual learning for sustained job performance.
- Offer opportunity for personal development, career growth and advancement based on individual ability and job performance.
- Encourage open dialogue about work and organizational issues.
- Provide healthy and safe working conditions for all, including culturally safe conditions and relationships.

7.2 Healthy Working Relationships

The YWCA Regina believes in the importance of positive working relationships between all team members. All team members share responsibility for relating to one another in a courteous, respectful, and professional way. In return, YWCA Regina is committed to resolving employee concerns and disputes related to their employment in a prompt and equitable manner. The purpose of this policy is to provide an effective problem-solving and dispute resolution process.

7.2.1 Problem Resolution

In keeping with the YWCA's collaborative work approach, an earnest effort will be made to solve problems. If an employee is concerned about the actions of or relationship with another team member, the employee will speak directly with the other team member to clarify understanding of the situation. It is expected that both parties will approach this conversation

with a spirit of openness and a desire to achieve a positive outcome. If that is not possible, one or both team members will promptly discuss the issues(s) with their direct supervisor.

7.2.2 Lines of Communication

Should discussion of issues with the team members or direct supervisor not resolve the problem(s) in a reasonable time frame, every staff member has the right to discuss the issues with higher levels of leadership. The following order will apply to escalating issues, only progressing to the next option when effort by all parties fails to resolve the issue or come to a satisfactory conclusion for both parties:

1. Program Manager
2. Director or Senior Director
3. CEO

In the interests of promoting an atmosphere of cultural safety, at any point in the problem-resolution process, Indigenous employees can also speak with the Director of Indigenization, part of whose responsibility is to act as an advocate and ombudsperson on their behalf.

7.2.3 Resolution Procedure

A request for assistance in resolving issues may be made verbally or in writing, however when discussed verbally the Manager/Director/CEO may ask for a written description from the employee(s) requesting assistance. This written submission shall:

- Clearly state the issue in question
- State reasons for the submission
- If possible, suggest constructive action
- Be signed by the person(s) making the submission

It is expected that all parties will work to resolve issues efficiently, without unnecessary delay in communication.

Further, employees have the right to request a talking circle process, facilitated by an Indigenous Elder or Elders (Knowledge Keeper(s)), be undertaken and such a request shall not be unreasonably denied.

7.3 Whistleblower Policy

Whistleblowers are volunteers or employees who act in good faith to report serious offences within an organization, such as criminal offence, a breach of legal obligation, a miscarriage of justice, a danger to the health and safety of an individual, or the deliberate covering up of information pertaining to any of the aforementioned actions. Whistleblowing is distinguished from grievance processes, which deal with an infringement of someone's rights through the policy or actions of the organization.

The whistleblower policy is intended to encourage and enable directors, volunteers, and employees to raise concerns within the agency for investigation and appropriate action. With this goal in mind, no director, volunteer or employee, who in good faith reports a concern shall be subjected to retaliation or, in the case of an employee, adverse employment circumstances. Moreover, an employee or volunteer who retaliates against someone who has raised a concern in good faith is subject to discipline up to and including termination from their position.

Concerns regarding management or supervisory staff are to be addressed directly to the CEO.

7.4 Complaints or Grievances Against the CEO

The Board of Directors shall be the appropriate body to receive any complaints/grievances against the CEO from staff and/or volunteers.

1. All complaints must be fully documented and in writing.
2. The Board will deal with all complaints in a timely and thorough manner.
3. The Board will ensure that the manner and timing for consideration of the complaint/grievance is communicated to both the complainant and the CEO.
4. The Board shall make a written response regarding any complaints/grievances and shall provide the response to both parties.
5. The Board shall maintain the confidentiality of the complainant unless it interferes with the ability to investigate the complaint.

7.5 Open Door Policy

Any staff member of the YWCA of Regina has the right to discuss any issues or concerns in confidence with the CEO. If the CEO needs to address the issue with the manager or director of the department involved, she will inform the staff member of her intentions.

7.6 Dress Code Policy

Employee dress is an important aspect of work performance. As a general principle, clothing, accessories and grooming must at all times be appropriate for the staff member's professional role, must not present any workplace safety concerns, must be suitable to the season, and must project a positive image to clients and the public. While recognizing that personal appearance is an important means of self-expression, the freedom of the individual staff member to dress as she or he chooses must be balanced against the values and needs of the community.

Fashion and the meanings associated with fashion choices change quickly, and vary greatly from one community and social context to another. Therefore, the emphasis of YWCA Regina dress policy is on positive relationships within the internal and external communities, rather than on particular rules about what can or cannot be worn. If an employee's dress choices are perceived as a barrier to effective professional relationships, it is a manager's right and responsibility to address the issue, and the employee must comply with any changes requested. While the application of dress code policy may differ between women and men, the policy applies fully to all employees regardless of gender.

Dress issues that may be addressed include, but are not limited to:

- Neatness and cleanliness.
- Occupational health and safety concerns.
- Words or images, including tattoos, that promote or condone violence, substance abuse, obscenity, gender-based prejudice, intolerance of diversity, or racism.
- Inappropriately revealing skirts, shorts, waistlines, shirts or tops.

7.7 Loss of Personal Property

The YWCA is not responsible for the loss of or damage to personal property belonging to staff. An exception may be made when the property in question is required for the staff member's work (eyewear, for example), and has been lost or damaged due to a work-related circumstance, rather than the staff member's negligence. Any claims must be made in writing to the appropriate manager, who will forward the claim to the CEO or designate for a decision.

Employees are encouraged to not bring valuable items to work. The YWCA does not assume any responsibility for vehicles on YWCA property. If a personal vehicle is required as part of the job duties, the mileage allowance is intended to cover any damage that may result in the course of work duties.

7.8 Employee Guidance and Disciplinary Procedures

YWCA Regina is committed to leading and developing team members through coaching. Coaching empowers employees to find their own solutions to challenges in their work. Coaching may happen formally or informally between an employee and supervisor, and includes positive, constructive discussion about the challenge the employee is facing.

While coaching sessions are often initiated by a direct supervisor to assist their employees in improving performance, it is expected that employees will approach their supervisors for coaching when they are struggling with a challenge in their work before it becomes a larger issue.

Employees are expected to contribute toward the achievement of the association's goals and objectives. When an employee's behaviour/performance is unsatisfactory, and a coaching/informal feedback does not resolve the issue, corrective action must be taken. A progressive and positive approach should be followed which focuses on the cause of the unsatisfactory behaviour encouraging improvement in the employee's conduct by ensuring the employee clearly understands her or his responsibilities.

The severity of disciplinary action taken will depend on the severity of the concern and the number of past occurrences. Except for termination of employment, any step of the disciplinary procedure may be repeated more than once, at the discretion of the Department Director. When determining which action is most appropriate for each situation, the Manager or Director will consider level of risk to clients, other staff, participants and the association as well as the impact on the department/team and demonstrated willingness of the employee to improve performance/change behaviour.

A notation, with complete details of the situation and description of the discussion that occurs during the formal warning will be placed in the employee's permanent personnel file. It will be dated, signed by the supervisor and retained for three years.

Specific department personnel policies may apply in addition to the general policies of the YWCA.

8 Termination of Employment

Termination of employment includes resignation, retirement, involuntary termination and layoff. Employees who terminate employment, both voluntarily and involuntarily, shall be treated in a

fair and lawful manner. The YWCA Regina will comply with the requirements of the Saskatchewan Labour Standards Act and Regulations with respect to all terminations.

8.1 Resignation and Retirement

Notice of voluntary termination of employment shall be given in writing to the employee's immediate supervisor. The minimum notice period shall be two weeks, with the exception of management, who are required to give a minimum of 30 days' notice in keeping with their level of responsibility to allow the time needed for succession planning. Employees are encouraged to not include accumulated vacation and approved overtime in this notice period.

8.2 Layoff

A layoff is a reduction in the workforce due to decreased resources or a major shift or reorganization in job requirements or programs and services provided. Layoffs require the written approval of the CEO.

8.3 Involuntary Termination

Involuntary termination is a cessation of employment which may be initiated by the YWCA Regina at any time, at its sole discretion. Involuntary terminations require the written approval of the CEO.

8.4 Resignation or Termination of CEO

The CEO shall give written notice of resignation, with at least three months' notice, to the President of the Board. The President shall report the resignation to the Board.

The CEO may be terminated because of unsatisfactory job performance, a change in job requirements or a change in direction of the Association. The President, after consultation with the YWCA Canada, shall discuss with the CEO job performance and indicate specific aspects deemed unsatisfactory. The CEO will be given indication of the time allowed for performance improvement. The President should inform the CEO after consultation with the YWCA Canada and at the end of the designated probationary period if the President and others who participated in the evaluation still consider her performance to be unsatisfactory. The CEO shall be given an opportunity to resign, to be given appropriate notice or be paid salary in lieu of notice.

8.5 Return of Property on Termination

Employees who are terminating their employment with the YWCA Regina are responsible for returning all company supplied equipment, client and other files, keys, cell phone, credit card, and other company property in their possession to their supervisor on or prior to the last day of work.

8.6 Exit Interview

The YWCA Regina will offer to conduct a confidential exit interview with every employee voluntarily leaving the employment of the organization due to resignation or retirement. Employees who are being terminated involuntarily will be provided an exit interview upon

request. Wherever possible, the exit interview will be held during the employee's final week of employment with a member of the management staff.

When an employee leaves the YWCA Regina, an exit interview is a helpful tool to:

- Identify what the organization is doing well and pinpoint areas to improve in the organization
- Confirm the skill sets, experience, and attributes needed for the job
- Capture useful knowledge from the exiting employee
- Understand why the employee is leaving
- Provide closure to the formal employment relationship.

Data obtained from an employee during an exit interview and any written record of the interview is confidential. The Managing Senior Director of Operations will analyze data from exit interviews and report the findings to the CEO as insight and data about employees' work experiences. Data obtained from a Direct Supervisor of an employee who has left the YWCA Regina, may be used if the employee applies for other work within the association at a later date.

9 Health and Safety

9.1 Health and Safety Principles

Safety in the workplace is a responsibility shared by employers, supervisors, and employees. In cooperation with employees, the YWCA Regina strives to create and maintain a safe workplace in order to prevent and/or minimize work-related injuries and illnesses. Consistent and continuous efforts by all employees shall be directed to preventing workplace accidents and maintaining the workplace and equipment in a safe condition.

At all times, the YWCA Regina and its employees are required to observe and comply with the requirements of the Saskatchewan *Occupational Health and Safety Act, 1993* and its regulations.

Every employee who undertakes or has the authority to direct how another person does work or performs a task is under a legal duty to take reasonable steps to prevent bodily harm to that person, or any other person, arising from the work or task.

Further, in addition to clients and staff, the YWCA makes every effort to ensure the safety of members of the public who may access our property and facilities. Such efforts will include prompt snow removal, ensuring unblocked emergency exits, and identifying any conditions which may carry increased risks, such as wet floors.

9.2 Health and Safety Responsibilities

9.2.1 Manager and Supervisor Responsibility

Managers and supervisors are directly responsible for ensuring the health and safety of employees under their supervision and for ensuring:

- Safe and healthy working conditions are maintained in their areas of responsibility;
- Employees perform their work in compliance with accepted safe work practices and procedures;

- Adequate training is provided to employees so that tasks assigned to employees can be performed safely;
- Employees are notified of any potential hazards which may exist in and around the employee's work site;
- The safe handling, use, storage, production and disposal of chemical and biological substances; and,
- The need for, and safe use of personal protective equipment.

9.2.2 Employee Responsibility

Each employee is responsible for working safely in compliance with accepted safe work practices, procedures and legislated health and safety standards.

9.2.3 Contractor Responsibility

Contractors and their workers are responsible for meeting or exceeding the requirements of the Saskatchewan legislation on health and safety.

9.3 Accident and Injury Reporting

Any accident that results in a workplace injury or could cause a disabling injury or a loss of property or equipment (including a "near miss") must be reported immediately to the employee's immediate supervisor. At a minimum and in all cases, accident, injury, and dangerous occurrence reporting shall comply with the requirements of Saskatchewan legislation on safety.

9.3.1 Employee Responsibility for Reporting

Each employee is responsible for immediately reporting any workplace injury, accident, illness, or dangerous occurrence to their immediate supervisor.

9.3.2 Supervisor Responsibility for Reporting

Each supervisor is responsible for ensuring, as the first priority, that employees receive proper medical treatment when injured, and, secondarily, for investigating an accident or workplace injury for the purpose of implementing corrective action to minimize any opportunity for a recurrence of the accident or injury.

Each supervisor is responsible for ensuring employees or persons under their supervision are made aware of, know and adhere to the reporting requirements in this policy and in compliance with the Saskatchewan legislation on safety.

9.3.3 Management Responsibility to Report to Authorities

The CEO is responsible for ensuring that accident and injury reports are properly prepared and issued in a timely manner to the appropriate authorities consistent with the reporting requirements specified in Saskatchewan legislation and for ensuring all employees are familiar with this policy and related forms.

9.3.4 Procedure for Reporting Injury or Illness to WCB

Within five days of learning of an injury to an employee which prevents that employee from earning full wages or which necessitates medical aid, report of the injury or illness shall be submitted by the CEO or designate to the Workers' Compensation Board (WCB) on a form approved by the WCB (Employer's Initial Report of Injury, Form E1). No WCB report is required for minor injuries which require only first aid and cause no loss of time or earnings to the employee. Nonetheless, even when a report is not required for the WCB, a detailed record of any such event, recorded on an incident report form, must be kept in the employee's file for future reference.

9.3.5 Procedure for Serious Incident or Dangerous Occurrence

Both of the following steps shall be taken in the event of a serious incident or dangerous occurrence in the workplace:

- In the event of a fatality, serious incident, or dangerous occurrence at the workplace, the accident scene shall be sealed off immediately and nothing within the scene shall be disturbed except for the purpose of saving life, relieving human suffering, or preventing unnecessary damage to equipment or other property.
- An employer or contractor shall give notice to the Occupational Health and Safety division of the Saskatchewan government as soon as is reasonably possible of every serious incident or dangerous occurrence (see below for definition). This notice will be in congruence with Saskatchewan legislation on safety. A copy of the notice shall be provided to the Co-Chairpersons of the YWCA Occupational Health and Safety Committee for that worksite.

Investigation of the serious incident or dangerous occurrence shall be conducted in congruence with Saskatchewan legislation on safety.

A serious incident is an accident at the place of employment that causes or may cause the death of a worker or will require a worker to be admitted to a hospital as an in-patient for a period of 72 hours or more. A dangerous occurrence is any occurrence that does not result in, but could have resulted in, a condition or circumstance that causes or may cause the death or hospitalization of an employee for a period of 72 hours or more.

9.4 First Aid Treatment

Only a person holding a current and valid First Aid Certificate is qualified to administer first aid to an injured employee. Each first aid station must have a register to record treatment administered to an employee at work. The register must be readily available for inspection by the Occupational Health and Safety Committee and be retained for 5 years from when the register ceased to be used.

A First Aid attendant who provides first aid treatment to an employee is required to record in a First Aid Log the following information:

- Name of employee treated;
- Circumstances respecting the accident as described by the injured worker;
- Names of witnesses to the accident, if any;
- Date and time of the occurrence of the accident;

- Nature and exact location of the injuries or illness treated;
- Nature of each first aid treatment administered.

9.5 Personal Protective Equipment

All employees and visitors to the YWCA Regina shall wear proper personal protective equipment necessary for their protection, in accordance with prescribed health and safety standards in Saskatchewan legislation on safety. Supervisors are responsible to educate and train employees in correct use, limitations and assigned maintenance for the equipment. Supervisors are also responsible to ensure employees wear the required protective devices and to take disciplinary action if the employee fails or refuses to wear protective equipment.

9.6 Health and Safety Committees

Each workplace of the YWCA Regina shall establish an Occupational Health and Safety Committee with representatives from each department. Each committee will have at least two members and no more than twelve members. At least half of the committee members must be non-management employees selected by the employees. This committee shall meet in accordance with the Saskatchewan legislation on safety to fulfil functions mandated by the Occupational Health Act. Co-chairs for the committee will be selected with one to represent management and one to represent the non-management employees.

All employees are responsible for maintaining safety within the facility and to report safety hazards to the appropriate Department Manager and to maintenance if applicable. No employee will be required to perform a task or duty for which they have not been appropriately trained or certified. An employee may refuse to perform a duty which they feel will jeopardize their well-being.

9.7 Working Alone

When employees are required to work alone or in isolation, the YWCA Regina is committed to providing and maintaining procedures which promote a safe and healthy work environment. The Occupational Health Committee, supervisors, and employees who work alone or in isolation shall be involved in the assessment, identification and elimination or reduction of any risks identified.

9.8 Harassment, Violence and Abuse in the Work Place

9.8.1 Preamble

The YWCA is a service to women and children in the community, and many of our programs are designed to assist those who are at risk. As a result of family histories and individual circumstances, some of our clients have learned abusive behaviours. Although we must be sensitive to the circumstances of our clients, we also have a responsibility to ensure that we do not support or allow violent or harassing behaviour in the workplace.

Every worker is entitled to employment free of harassment. The YWCA is committed to a harassment-free workplace where everyone is treated with dignity and respect.

Harassment is prohibited in The Occupational Health and Safety Act., 1993 and The Saskatchewan Human Rights Code.

9.8.2 Harassment Definition

Harassment can be defined as any unwelcome or unwanted action by any person against another; in particular, by a board member, management, co-workers, volunteers or clients. It can be a verbal or physical action on a single or repetitive basis that humiliates, insults, degrades or threatens. This includes behaviour directed at sexual orientation, race, religion, creed, age, gender self-identification or gender. “Unwelcome” or “unwanted” in this context refers to any actions which the harasser knows or ought to reasonably know are not desired by the victim of harassment. Harassment is an expression of perceived power and superiority by the harasser(s) over another person, usually for reasons over which the victim has little or no control.

9.8.3 Violence

Violence shall be defined as any incident in which an employee is abused, threatened or assaulted during the course of her or his employment. This includes the application of force, threats with or without weapons, verbal abuse and sexual and racial harassment.

9.8.4 Worker Obligation and Procedure

No worker shall cause or participate in harassment or violence towards another worker or client.

Workers are encouraged to address alleged incidents with the alleged offender. If the worker does not feel safe or comfortable in addressing the alleged incidents, they should seek assistance from their supervisor or manager. Every effort should be made to resolve the situation:

- Outlining the effect of the violence or harassment is key in coming to a resolution.
- The employer will inform the alleged offender of the complaint, provide the alleged offender with information concerning the circumstances of the complaint and undertake a confidential investigation.
- Following the conclusion of the investigation, the employer will inform the worker and the alleged offender of the results of the investigation.
- If the action taken does not resolve the issue or the alleged incidents continue, the worker should inform the CEO.

9.8.5 Resolution and Corrective Action

Where harassment or abuse has been substantiated, the employer will take appropriate corrective action to resolve the complaint. Where harassment or abuse has not been substantiated, no action will be taken against the person who made a complaint in good faith.

9.8.6 Confidentiality

The employer will not disclose the identity of the worker or the circumstances of the complaint except where disclosure is necessary for the purposes of investigating or taking disciplinary action in relation to the complaint or where law requires such disclosure.

9.8.7 External Complaints

Nothing in this harassment policy shall discourage or prevent a worker from referring a harassment complaint to the Occupational Health and Safety Division, pursuant to The Occupational Health and Safety Act, 1993; initiating a complaint under The Saskatchewan Human Rights Code; or exercising any other legal rights available under any other law.

9.9 Family Violence Policy

YWCA Regina recognizes that family violence enters the workplace and affects the safety of victims and co-workers. It causes lost productivity, increased health care costs, increased absenteeism and increased employee turnover.

It is the policy of YWCA Regina that each of our employees has the right to work in an environment free of violence. Every employee has the right to get help (through the employee assistance program where one exists) with issues of violence, even when it is happening outside the workplace. Violence, as defined in this policy, means a pattern of coercion or harm one person uses to hurt or intimidate another through the use of physical force, verbal harassment or manipulation to maintain power and control over the victim.

A variety of methods will be used to promote family violence prevention and workplace safety, including:

9.9.1 Employee Awareness

- We will distribute a statement that expresses our opposition to all acts of violence, including family violence, to all our employees/supervisors/managers.
- We will post copies of the family violence policy, information posters and other media prominently in areas accessible to employees, customers and suppliers.
- We will provide information to all employees about services available to help deal with any workplace or family violence issues.

9.9.2 Workplace Safety

- We will help eliminate the potential for violence in and around the worksite by reviewing our workplace environment and minimizing, where possible, physical situations that may expose our employees to violence.
- We will provide reasonable means to talk to and help victimized employees create and implement a workplace safety plan
- We will enforce all known court orders, including those instructing an abuser to stay away from the work site.
- We will have an emergency security plan, including procedures for contacting the police when employees observe anyone engaging in threatening behaviour.
- We will explore options for voluntary relocation of the victimized employee, escort for entry and exit of the building, and dealing with harassing telephone, e-mail and faxes.

9.9.3 Supportive and Non-Discriminatory Policies

- We will take reasonable measures to develop policies, practices and measures that deal with employee absenteeism, productivity, safety and requirements for support and counselling related to family violence.
- We will ensure that our policies and practices do not discriminate against employees experiencing family violence, and we will be responsive to their needs as victims.
- We will not base staffing decisions on any assumption about or knowledge of an employee's exposure to family violence.

9.9.4 Training

- We will make regular training on family violence, and its impact on the workplace, available for all managers, supervisors, human resources and security staff.
- We will train staff on the signs of family violence, its impact on the workplace, how to make appropriate referrals, the importance of maintaining confidentiality and how individual responses and safety plans can be developed.

9.9.5 Responsibility for Policy

- We will ensure that all managers and supervisors follow the policy and distribute copies to all employees.
- Employees with questions or complaints about family violence affecting workplace behaviour that fall under this policy may discuss them with the Senior Director of Housing. Concerns will be addressed appropriately.
- We believe that our company has a role to play in preventing family violence and building a safer society.

10 Crisis Management and Communication

10.1 Commitment to Safety

YWCA Regina recognizes the importance of the safety of all members, clients, staff and contractors within the scope of YWCA programs, services and facilities (whether owned, operated, or leased), and will take all necessary precautions and procedures to ensure that safety.

Because YWCA Regina operates in multiple facilities, each facility must establish and maintain emergency protocols which are tailored to that facility, and to the programs and clients of that facility. Staff in each location must be trained to understand their responsibilities in a crisis, and to carry out those responsibilities in order to ensure the safety of staff and clients.

10.2 Definition of Crisis

A crisis is defined as a sudden or unforeseen situation that requires immediate action—including fire, flood, life-threatening medical situation, bomb threat, gas leak, chemical spill, food poisoning, etc. Volatile behaviour which is threatening to others is the most common occurrence that could escalate to a crisis. Inappropriate action or response at time of crisis can result in injury to staff or clients and damage to the public image of YWCA Regina.

10.3 Responsibilities for Crisis Management

10.3.1 McIntyre Street Location

10.3.1.1 During Office Hours

The CEO or designate will assess the situation and determine the appropriate response. All readily available directors and managers will be notified.

10.3.1.2 Outside Office Hours

Reception and Isabel Johnson Shelter staff are responsible for the initial response to any crisis occurring outside office hours at the McIntyre Street location. Up-to-date crisis response protocols will be maintained at the reception desk, and immediately accessed and followed by reception staff, in collaboration with shelter staff, in case of emergency. In every situation, the safety of all clients and staff is of paramount importance.

As soon as the immediate safety of any clients and staff in the facility has been ensured, the Building Manager and CEO must be notified.

10.3.2 All Other Locations

10.3.2.1 During Office Hours

The on-site Manager or designate will assess the situation and determine the appropriate response. As soon as possible, the on-site Manager will notify the appropriate Director about the emergency, who will in turn notify the CEO.

10.3.2.2 Outside Office Hours

An on-duty staff person who has been trained in the emergency protocols for that facility will take the lead to coordinate the response of other staff and clients. As soon as possible, the on-duty staff member will notify the appropriate Director about the emergency, who will in turn notify the CEO.

10.3.3 Assessment and Documentation of the Crisis

In a crisis, the responsibility to confirm and record all relevant facts, and document all details, including time, action and response, is carried by the CEO, Directors, and Managers. (See the Crisis Management Log Sheet, Appendix E.)

10.3.4 Internal Crisis Communications

As available, the CEO, Directors, and/or Managers will determine what message needs to be communicated and to whom. An internal communication plan will then be implemented, and all managers will be informed of the message and means of communication. Specific communication roles will be assigned, and incoming staff will be notified of any changes, including building closure, cancellation of programs, relocation, and so on.

10.3.5 Crisis Communication to Clients, Parents, and Guardians

Managers and directors will ensure that plans are in place for crisis communication with relevant program clients, and, when program clients are children, with parents and guardians. Such plans must include provision for ready access to client lists and contact information.

10.3.6 External Crisis Communications

Only the CEO and President will act as public spokespersons for the YWCA Regina for the purposes of external crisis communications.

The CEO or designate will notify the President, and/or Board members, who, depending on the severity of the crisis, will assist in assessing risks and will advise and assist with crisis intervention measures. Depending on the nature of the crisis and related liabilities, the CEO or designate will contact legal resources, insurance companies, funders, and appropriate YWCA Canada personnel.

Contingent on the circumstances of the crisis, the CEO or designate will prepare a statement for release to the media, and may call a press conference in order to appropriately keep the public informed, and to manage the risks to YWCA Regina's public image.

A front line person may be assigned as needed to take calls and record media enquires which will then be forwarded to the CEO or President for response.

10.3.7 Manager Responsibilities

Managers will assist with member risk assessment, emergency action planning, communication with staff/members/parents, arrangement of transportation or alternate pickup locations if required, and documentation of the crisis (see the Crisis Management Log Sheet, Appendix E.)

10.3.8 Building Manager Responsibilities

The Building Manager assists in the assessment of building-related risks, and provides knowledge related to floor plans and layout of building, equipment, and so on, to fire department, police and other emergency service individuals.

10.3.9 Managers On Call

All department directors and managers will make arrangements with program staff on the protocol for crisis notification when managers are not on site. The CEO is on call at all times and in an emergency, she should be notified. If the CEO is unavailable, a director will be assigned to assume her responsibilities.

11 Information Technology

In almost every aspect of its operations, YWCA Regina relies on efficient and secure information technology systems in order to deliver programs and services, and fulfil the mission of the organization. YWCA-owned hardware, software, and every form of electronic data that is stored on and accessed through YWCA information systems constitute one of the organization's most valuable assets.

Accordingly, managing the risks associated with YWCA information technology systems is of the highest priority. The accountability, knowledge, and care exercised by all staff who utilize YWCA's information technology systems is an essential component in managing those risks and utilizing information technology safely and effectively.

11.1 Information Technology Support

The Customer Service Manager coordinates all requests for computer and network support. Any problems with computer hardware or software must be reported promptly, and requests for support must include clear and complete information about the problem encountered. If possible, the request should be communicated in writing through email. YWCA Regina has established relationships for computer support, and staff are prohibited from making their own arrangements for support.

11.2 Security Considerations

The security of YWCA information technology systems and the data stored on those systems is of the highest priority. Staff and volunteers must comply with standards and practices which will maintain a high level of security.

11.2.1 Passwords and Login

Staff must take care not to divulge their own or others' login names or passwords to others, whether through direct communication or negligence, without authorization. When directed to do so by IT personnel, staff must update their passwords and ensure that passwords meet security standards.

11.2.2 Workstation Access

Staff are encouraged to log off their workstations or lock their offices whenever they are absent from their desks for more than a few minutes, and to log off their workstations at the end of every work day.

11.2.3 Downloads and Internet Access

Only information technology personnel who are authorized by YWCA are permitted to download software from the internet, except for routine updates to existing software. When additional software is needed to support work functions, the request must be coordinated through the office of the Customer Service Manager. Users must not use the YWCA internet connection to download games, videos, or other material for personal use. Doing so can impede the operation of the network, introduce destructive malware, and reduce available memory resources.

11.3 Staff Email Accounts

YWCA Regina email accounts are the property of YWCA and must be used in accordance with this policy. Unauthorized use of YWCA's email system is prohibited.

11.3.1 Email Communication Standards

In every case, email messages must communicate in ways that positively and professionally represent YWCA Regina to the recipient. While email is a relatively informal means of communication, YWCA employees are encouraged to apply high standards of business communication to their emails, taking care to use appropriate and readable fonts, as well as correct grammar and spelling. Proofreading to minimize errors is encouraged.

Recognized standards of email etiquette should be observed, including the use of subject lines, minimizing the use of all caps, using the BCC field when sending messages to groups to preserve the privacy of others' addresses, and avoiding forwarding chain emails. All staff are expected to communicate with honesty, politeness, and respect. In every case, the sender must be clearly identified.

When communicating with external recipients in particular, the use of a signature block is recommended, which includes the employee's first and last names, position title, contact information, and the YWCA logo.

11.3.2 Inappropriate Email Content

The tone, messaging, and accompanying imagery of internal and external email messages must not be in conflict with the mission and values of YWCA. Inappropriate email content includes, but is not limited to, messages that may be defamatory or incur liability, verbal abuse of any kind, racist or sexist messages, messages that could be construed as harassment, pornography, breaches of copyright, and messages advocating violence or any criminal activity.

11.3.3 Personal Use of Email

Limited personal use by staff of YWCA email accounts is permissible. However, the same standards for appropriate content apply to any personal emails sent from YWCA accounts. Personal email use should be limited to non-work time, such as scheduled breaks and lunch times.

11.3.4 Email Security Considerations

Email messages can be a significant source of viruses and other malware that can be a security threat to individual workstations and to the YWCA network. Email users must not open email attachments from unknown sources, or disable installed security software. If there is any doubt about the source of any message or the validity of any attachment, staff should first check with the Customer Service Manager.

11.4 Internet Use

Internet access is a legitimate requirement of many positions at YWCA Regina, and is a valuable tool for research, communication, information resources, off-site access to the YWCA network, and access to cloud-based applications. Whether staff, residents, or volunteers access the Internet through a wired network connection or a YWCA wireless network, YWCA Regina owns the means of connection and retains the right to ensure that such access is used for purposes that are not in violation of the YWCA's mission and values.

11.4.1 Inappropriate Content and Uses

Users are prohibited from using YWCA's internet access to view, download, create, or distribute any inappropriate content, including, but not limited to, pornography, defamatory material, racist or sexist content, sites which advocate or support illegal activity, gambling sites, or any material that could bring YWCA into disrepute or incur liability for YWCA. Users may not publish or distribute copyrighted material without permission of the copyright owner.

11.4.2 Security Considerations

See 11.2.3.

11.4.3 Monitoring of Internet Use

YWCA reserves the right to monitor internet activity that is conducted on its system. Any such monitoring will only be carried out by staff authorized by the CEO.

11.5 Social Media

Social media have become a powerful tool for personal and organizational communication, supporting the development of large networks that can be effectively used to build relationships and support. The challenge of social media is that boundaries between personal and professional roles can readily become blurred.

The following policy applies to all YWCA employees; stricter standards may apply to particular programs or to staff who follow the ethical guidelines of their professional associations. Directors and managers must establish and communicate social media standards for YWCA volunteers that are appropriate for their program areas and for particular volunteer roles.

Any breach of this policy may result in disciplinary action.

11.5.1 Authorization of YWCA Social Media Accounts

Staff and volunteers are prohibited from establishing social media accounts that represent or speak for YWCA Regina without the express permission of the CEO. Only staff or volunteers who are authorized to post content on YWCA social media accounts may do so.

11.5.2 Considerations for Personal Social Media Use

Employees are encouraged to use their social media accounts to support the work of YWCA Regina, by following YWCA postings, and by forwarding or originating content that positively promotes the association. Examples of appropriate use include:

- Liking official YWCA Facebook pages, and commenting positively on YWCA postings
- Following the YWCA Twitter account, and retweeting YWCA tweets
- Joining YWCA Facebook groups that are formed to promote specific events or programs
- Posting positive personal comments about YWCA events, experiences, or programs

Through online association with YWCA, employees represent the association in their own networks and beyond, and must therefore take great care to ensure that their personal social media use has no negative impacts for YWCA, including posting of material that violates the values of YWCA.

Personal social media use is highly discouraged during work hours, but is permitted during scheduled work breaks.

11.5.3 Boundaries with Clients

Standards for appropriate boundaries between personal and professional roles must be as clearly established and maintained in social media use as they would be in any other aspect of the staff-client relationship. The application of that general principle includes, but is not limited to, the following:

- Staff must not initiate or accept Facebook friend requests from clients, or send direct messages to clients from their social media accounts
- Clients expressing an interest in connecting with YWCA staff through social media should be encouraged to do so through official YWCA social media accounts
- Staff must never post photos of or information about individual clients through their social media accounts
- Appropriate boundaries must also be considered after a staff-client relationship has ended. The appropriateness of establishing a social media relationship with a former client at any time depends on the program area, the age of the client, and the particular circumstances of the staff-client relationship. Staff (and former staff) must exercise caution, comply with the standards of their program area, and consult with their managers.

12 Finance Policies

12.1 Oversight Policies, Budgets

12.1.1 Budget

The annual operating budget of the YWCA Regina is a statement of proposed revenue and expenditures for a particular fiscal year. The budget identifies the proposed sources of funds to finance programs and services, as well as the anticipated expenditures required to provide the services and programs intended for the year. When approved by the Board of Directors, this document is the association's authorization to incur expenditures and to collect and apply the revenues to the appropriate programs.

Directors and Managers of each department are responsible for the preparation of their departmental budgets in consultation with the CEO and Finance Director. The departmental budgets are reviewed and compiled by the Finance Director.

12.1.2 Unbudgeted Expenses

Significant unbudgeted expenses are to be discussed with and approved by the CEO prior to commitment.

On a departmental basis, in the event of revenue in excess of budget sufficient to cover unbudgeted expenses, the decision to incur the unbudgeted expense is at the discretion of the departmental director.

12.1.3 Cheque Requisitions

In the absence of an invoice, in order for a cheque to be issued, cheque requisitions are required. The requisition must provide the following details:

- Name required on cheque
- Details of item or service purchased
- Department and specific line item to be charged for expenditure
- Department manager signature approving (requesting) payment
- Date cheque is required
- Instructions regarding distribution of cheque (mailing address if to be mailed, instructions regarding pick-up, etc.)

Cheque requisitions to reimburse directors for expenses incurred are to be authorized by the CEO.

12.1.4 Disbursements

Invoices are paid at the end of each month. The A/P clerk does a cheque run every Wednesday for miscellaneous cheques. In order for a cheque to be included in that week's run, the cheque requisition must be submitted to the A/P clerk by Tuesday night of that week.

12.1.5 Petty Cash

Petty cash is only to be used for purchases of a nominal value (\$20 or less). Once the purchase is made, a receipt and the change must be returned to the petty cash box. When the petty cash is near depletion, receipts along with a cheque requisition summarizing the expenses are to be submitted to the A/P clerk for reimbursement.

12.2 Revenue, Receipts and Accounts Receivable

12.2.1 Cash Donations

Cash donations are to be processed through the cash register. If a specific department is identified by the donor, this department is to be noted on the cash out sheet beside the donor's name.

Tax receipts are prepared by the finance department (A/R clerk) and forwarded to the appropriate department to be included with the thank you letter to be mailed to the donor.

Donation details (donor name, donation amount, etc.) are entered by the A/R clerk into a schedule. The tax receipt is printed from that schedule. The A/R clerk compares the total of the documentation (letter, cheque stub, etc.) that we have for each donation (that we attach to our copy of the receipt) to the total of the receipts issued to ensure that the proper amount was entered for the donation amount received.

12.2.2 Gifts in Kind: Appraisals, Receipts and Records

Non-cash donations are referred to as gifts in kind. They are defined as gifts of goods, new or used. Gifts of services cannot be considered to be gifts in-kind. Not all gifts in kind are eligible for tax receipts. Staff members are not to promise tax receipts to potential donors until approved by the Finance Director as a qualified donation. In order for a tax receipt to be issued, a value

needs to be placed on the item being donated. In order to determine the fair market value of a gift in kind, an appraisal may be required. The appraiser must be competent and qualified to evaluate the gift and must be independent of the donor and the charity receiving the gift. A qualified staff member of the charity may appraise the gift if it has a fair market value of \$1,000 or less, or if obtaining an independent appraiser involves unreasonable expense.

When an income tax receipt needs to be issued for a Gift in Kind, the CEO or Finance Director will arrange for an appraisal to be made in a manner acceptable to Canada Revenue Agency. The Finance department will be responsible for issuing the income tax receipt to the donor. The tax receipt will show the appraised value of the Gift in Kind, the name of the appraiser, and will have attached to it, a copy of the appraisal certificate. Tax receipts and appraisal certificates will be kept in a safe place for a minimum of seven calendar years.

The Finance Director must be informed when the Association accepts a Gift in Kind so that the value of the donated item can be reported in the proper asset accounts.

12.2.3 Receipt of Payments

All payments (cash, cheque, credit card and debit card) must be processed through the cash register with the payment itemized on the cash out sheet.

12.3 Payroll

YWCA Regina payroll is processed internally (by the payroll clerk) using ADP, an internet based payroll service. Payroll is processed bi-weekly with direct deposit to each employee's bank account every second Friday.

YWCA Regina has both salary and hourly employees. Salaried employees work a set number of hours each pay period and earn the same pay each pay period. Hourly employees are paid an hourly rate for the exact number of hours they work each pay period. Their hours are typically not the same each pay period and therefore, cannot be paid a salary. Hourly timesheets must be submitted in order to be paid. Managers of each department receive, approve and forward the timesheets to the finance department.

Salaried employees also complete timesheets. However their timesheets are not used to determine pay. Hours worked, vacation time taken and sick time taken are recorded on each monthly timesheet. These are the documents used to maintain the vacation and sick schedule for the association. Managers of each department receive, approve and forward these timesheets as well to the finance department.

Payroll authorization forms, completed by the department director or manager and approved by the CEO, are required before a new employee can be set up on payroll, or a change to the salary of an existing employee can be made.

For new employees, a package of information (including TD1) is required to be completed.

12.4 Other Matters

12.4.1 Distribution of Financial Information to Third Parties

On an annual basis, audited financial statements and annual reports are distributed to funders of the Association.

Annual audited financial statements and annual reports are available for distribution to third parties on an as-requested basis.

12.4.2 Insurance Coverage

Adequate insurance is to be provided against theft, casualty loss and liability. The CEO meets annually with the association's insurance representative to review the insurance needs of the YWCA.

13 Maintenance Department

Under the direction of the Director of Properties, the Maintenance Department supports the mission of YWCA Regina by ensuring a safe, healthy, secure, and comfortable physical environment for clients, staff, and volunteers.

13.1 Priorities of the Maintenance Department

The Maintenance Department provides support service to all YWCA facilities and departments and ensures that all health, safety and security standards are maintained throughout the facilities. The priorities of the Maintenance Department are:

- To ensure the safety of everyone using the YWCA properties
- To maintain the integrity of all YWCA buildings
- To ensure that the major mechanical systems of YWCA facilities are operational and effective.

13.2 Requests for Maintenance Service

All requests for service or concerns must be reported to the Director of Properties, whenever possible through an on-site manager or director. Requests for service must not be addressed to front-line maintenance staff. It is the responsibility of the Director of Properties to handle the concerns of staff and clients; comments and suggestions are always welcome from staff members. Any concerns regarding health, safety and security must be brought to the attention of the Director of Properties.

13.3 Work Requisitions

Department directors should complete a requisition for work to be completed in their program area, and forward the requisition to the Director of Properties. If there is a cost associated with the requested work, the Director of Properties will consult with the department director to determine if there is money available in the program budget area. Staff should be aware that there are many factors (timing, budget, workload, other priorities, etc.) that may affect the completion of the requested work. The Director of Properties will direct maintenance staff members on priorities and workload.

13.4 Health and Safety

It is the responsibility of the Director of Properties to write, define and implement a general health and safety program, and specific procedures for routine work and each work project. It is also the responsibility of the Director of Properties to educate and to train the maintenance staff of the importance to practice all health and safety procedure. The Director is also responsible to inform the CEO and all department directors of all health and safety issues that may be involved from work related to their specific facility or department.

14 Reception

14.1 Overview of Reception Area Functions

The Reception area at the McIntyre Street location provides crucial support services for all YWCA program areas and facilities, and serves as the face of the organization to anyone entering the main office. As well, Reception serves as an essential communication and coordination hub for the McIntyre Street location, but also for the entire organization.

Reception services include, but are not limited to:

- Oversight of telephone systems, and response to non-automated calls.
- Maintenance of staff and resident contact information
- Day-to-day coordination of all computer-related needs, including requests for YWCA website updates
- Receipt of deliveries, including donated goods, packages, and purchases.
- Receipt of payments, including McIntyre child care fees, store purchases, and others
- Communication coordination for staff and residents, including mail, phone messages, and some on-site staff schedules
- Maintenance of office equipment and services, including printing, copying, faxing, and scanning
- Coordination of McIntyre staff parking
- Facility booking for McIntyre Street location
- Reception of visitors, and front-line service to fitness members, residents, and others
- Security and emergency response—including maintenance of McIntyre emergency procedures and training, liaison with emergency services, monitoring of security and alarm systems, keys and key cards, and on-site emergency communication.
- Delivery of the Supervised Access Program

14.2 Highlights of Staff Responsibilities

The efficient functioning of Reception and the quality of service to YWCA clients and staff is enhanced when all YWCA staff, and McIntyre Street staff in particular, support the work of Reception in a number of ways, including the following:

- Responding immediately to alarms and other emergency communication, and helping with emergency evacuation if needed.
- Informing Reception immediately when there are changes to regulations or procedures that Reception is in a position to communicate or enforce with residents and clients.
- Informing Reception of when purchases or large donations of goods will be delivered.

- Keeping Reception informed of staff schedules, especially in positions that receive frequent external and internal inquiries.
- Notifying the Customer Service Manager immediately of any problems with telephones and computers, and responding promptly to follow-up requests for information regarding those problems.
- Informing Reception if you are expecting important visitors.

14.3 Parking at McIntyre Street Location

Detailed current policies and pricing for McIntyre location parking are available from Reception. A limited number of paid staff parking spots are available, and the Customer Service Manager maintains a wait list of those requesting on-site parking. Because of work responsibilities, some staff positions are given priority for access to on-site parking. Most staff parking spots have plug-ins.

All monthly parking payments are set up through the Finance Department as a payroll deduction.

When there are parking violations, the individual whose parking spot has been taken must inform Reception, and must initiate and authorize any response, including ticketing and towing. Reception staff are not obligated to have cars ticketed or towed.

As circumstances permit, drop-in parking and parking for non-YWCA personnel may be available; inquiries about availability and rates should be directed to Reception.

14.4 Facility Bookings

Booking priority is given to staff members for YWCA Regina meetings, programs and events. Other bookings, including bookings by individuals, non-profit and for-profit organizations, and service groups, are based on availability. In order for groups to book the facility, the YWCA Regina must be assured that the groups' mission and purpose are not in conflict with the mission and values of the YWCA Regina. Information about current availability and rates may be obtained from Reception.

14.5 Supervised Access Program

YWCA Regina contracts to deliver the Supervised Access Program as a service to clients of the Family Justice Services Branch of the provincial Ministry of Justice. The program provides a safe environment for non-custodial parents to enjoy visits with their child(ren), and supervises exchanges of children from one parent to the other.

A number of rooms at the McIntyre Street location, including staff offices, are used to facilitate visits and exchanges, primarily outside of YWCA office hours.

15 Fund Development

15.1 Scope of this Policy

This policy applies to all initiatives undertaken by YWCA Regina the purpose of which is to secure financial or in-kind gifts from individuals or groups. The scope of this policy does not include self-generated revenue from program participants (such as memberships or activity fees).

It does include grant revenue, sales activities initiated solely or primarily to raise funds for programs, and third party initiatives.

15.2 General Principles

The YWCA Regina does not enter into any fund raising activity which is unlawful, insufficient to meet accepted business and professional ethics or the prudent persons test, in violation of any agreements with or the requirements of established funding sources and regulatory bodies, untrue to the Board's values as stated in policy, or damaging to the organization's image in the community. The YWCA has accepted and functions within the Ethical Fundraising and Financial Accountability Code as outlined by Imagine Canada.

All fund raising activities carried out by YWCA staff or YWCA volunteers on behalf of YWCA must be approved by the CEO; this approval must be in place in advance of finalizing any plans or making any commitments. Any monetary donations made through program staff or other staff members MUST be processed through the till, and recorded in the general accounting system.

Fundraising carried out by YWCA staff or YWCA volunteers is distinct from those activities carried out by third parties. Third parties are defined as autonomous individuals or groups who on their own initiative raise support for YWCA Regina, but do so independently of YWCA direction, control or substantial support. While YWCA Regina prefers to be informed of any third party fundraising activities, we neither endorse nor seek to prevent such activities from taking place.

In all of YWCA Regina fundraising activities:

- we ensure that we respect the dignity of our clients, donors and consumers;
- we ensure that donors who receive a benefit in return for their support (including recognition, communication, marketing profile, and so on) do not have an unrealistic expectation of those benefits disproportionate to the contribution made;
- we work towards ensuring that people are responsible when consuming alcoholic beverages.

Factors taken into account in determining the appropriateness of any fundraising initiative include:

- the risk of producing insufficient revenues to offset the full costs of the activities, including financial expenses, human resources, and opportunity costs;
- the degree to which the fundraising activity aligns with or is in conflict with our mission; and,
- how the fundraising initiative impacts our public image.

The Framework for Decisions about Proposed Fund Development Initiatives (Appendix D) should be completed as a means of thoroughly assessing the above factors.

15.3 Donor Preferences

Donors will often have a particular concern for or affinity with one of our programs, rather than YWCA Regina as a whole, and will request that their support be directed accordingly. It is YWCA Regina policy, unless the donor has expressed their preference as a legally-binding condition of the gift, to regard such expressed preferences as non-binding wishes, and to manage

the gift in question as a non-restricted donation, while honouring the spirit of the expressed donor preference.

The rationale for this policy includes:

- Many YWCA programs rely on donation revenue in order to meet their budgets. Therefore, donors who express a preference for how their gift be directed can be reasonably assured that their gift does in fact contribute to the ongoing work of their preferred program.
- All YWCA programs, whether or not direct program costs are funded from other sources, can only function as the organization as a whole is adequately resourced. In that sense, all general revenues, including undesignated gifts, support YWCA programs.
- The positive impact on client populations is considered as well as the preferred program beneficiary. Many of our programs share common client populations; if the same client population served by the donor's preferred beneficiary program would be better served if the gift is re-directed to an underfunded program, the spirit of the donor's wishes have been honoured.
- Donor preference must be balanced against the duty of the directors of the organization to always act in the best interests of the organization, including decisions about the allocation of resources.

However, when a donor has clearly directed that their donation be used for a particular program or purpose as a binding condition of the gift, a legal and ethical obligation exists to use the gift for that stated purpose. If this is to occur the donor would not be eligible for a tax receipt. In such cases, a number of considerations should be taken into account:

- If possible and appropriate, the donor could be encouraged to consider expressing their preferences in ways that are less narrow and binding, in order for their gift to make the most beneficial impact on the work of YWCA.
- If the donor-designated purpose for the gift requires that YWCA take an initiative that is apart from its charitable mission, and its established planning and budgeting processes, the gift is not tax receiptable.
- Many programs have needs, including capital needs, that are beyond the current operating budget. When that is the case, a gift designated to a particular program, with the approval of the CEO, may be directed to these special projects.
- Ultimately, if YWCA cannot ensure that the gift will be used as directed, the gift should not be accepted.

In all communications, formal and informal, care must be taken to avoid creating unrealistic expectations on the part of donors about designated gifts.

15.4 Tax Receipting Considerations

The right of a charity to issue tax receipts brings a legal responsibility to fully comply with all relevant regulations; any violation of those regulations risks a range of legal sanctions, including loss of charitable status. Therefore, YWCA exercises diligence to ensure compliance with tax receipting law, and if there is any doubt about the legality of issuing a receipt, will not do so.

YWCA staff must exercise caution in promising tax receipts to donors. Receipting questions should be referred to the Senior Director of Finance for decision. Situations requiring particular caution include:

- Tax receipts for gifts in-kind. (For more detail, see Gifts In-Kind below, and 12.2.2.)
- Donations that are designated to a particular program, person, or purpose. (If the donor intends the gift to benefit a particular individual or individuals, the gift is not tax receiptable.)
- Donations that bring any benefit to the donor, including admission to events, meals, or marketing considerations.
- Donations of gift cards or gift certificates.

15.5 Gifts In-Kind

Non-cash donations are referred to as gifts in-kind. They are defined as gifts of goods, new or used. Gifts of services cannot be considered to be gifts in-kind.

15.5.1 Safety Concerns

Before using, reselling, or giving donated goods to clients, YWCA Regina makes a reasonable effort to assess safety concerns that might exist, especially with electrical devices, bicycle helmets, furniture or equipment for children's use, and other goods subject to regulatory safety standards. However, the recipient of such goods assumes responsibility for any associated safety risks by purchasing or accepting and using the items.

Because of particular standards and risks, some goods are exceptions to the general guideline above. YWCA does not resell or give away cribs, or car seats for infants and children. The Anything Goes store does not resell used electrical devices, such as kettles, toasters, frying pans, lamps, blow dryers, or curling irons; however, donated electrical appliances or devices which appear to be in good working order may be given to clients on the condition that they assume sole responsibility for any associated safety issues.

15.5.2 Tax Receipts For Gifts In-Kind

See policy 12.2.2.

15.5.3 Equitable Distribution of Gifts In-Kind

Some YWCA programs enjoy a higher profile with donors than others, even though similar client populations are being served. As a result, donors may direct a large number of gifts toward clients of one program, while similar clients in another program receive few gifts.

While making a reasonable effort to honour donor preferences for the distribution of gifts in-kind, YWCA reserves the right to re-direct gifts in-kind in order to ensure as much equity as possible among clients. Whenever appropriate, opportunities are taken to educate donors more fully about the needs of clients in lower-profile programs.

15.6 Fundraising by Program Staff

YWCA staff whose roles do not include fundraising (whether program staff or others) will at times propose to take a fundraising initiative, often to benefit the program that they are

personally involved with. All such initiatives, whether or not they take place during work hours, must be approved by the CEO, and cannot be considered third party initiatives (see Third Party Fundraising below).

While the staff engagement and commitment demonstrated in taking fundraising initiatives for YWCA programs is valued, the following considerations will be taken into account in the CEO's decision:

- Non-fund development staff have been hired for other purposes; engaging in fundraising, even when the intention is to do so entirely on one's own time, will often detract from the job they have been hired for.
- Proceeds of the fundraiser can only be designated to a particular program if there is a legitimate need for additional resources in that program, whether for additional operating funds, or for a special project (e.g., new play equipment) that has been approved by the CEO.
- YWCA strives for fairness and equity between programs serving similar populations. While recognizing that some programs will tend to attract more donor interest, we try to ensure that clients in one program do not "do without" while clients in another program enjoy a higher standard of service and benefits.

The Framework for Decisions about Proposed Fund Development Initiatives (see Appendix D) is a helpful resource to assess fundraising initiatives proposed by program staff.

15.7 Third Party Fundraising

Third parties are defined as autonomous individuals or groups who on their own initiative raise support for YWCA Regina, but do so independently of YWCA direction, control or substantial support. While YWCA Regina prefers to be informed of any third party fundraising activities, we neither endorse nor seek to prevent such activities from taking place. As determined on a case-by-case basis, when a strong or long-term relationship exists with a third party or there is reason to believe that a third party fundraiser will be successful and involve minimal risk, YWCA may offer the third party some level of support, including:

- some administrative, staff and volunteer support
- application for gaming licenses on behalf of the third party
- marketing support
- controlled use of the YWCA logo
- YWCA profile at the fundraiser (e.g., display, publications, platform participation)

Considerations taken into account in decisions about any YWCA involvement in third party fundraisers on its behalf include:

- Whether the anticipated financial return justifies the direct and indirect costs to YWCA, including financial expenses, staff time, YWCA volunteer time, and opportunity costs.
- When the financial return is small, whether the awareness, good will, and relationships fostered by the fundraiser are significant enough to justify YWCA support.
- Any risks to the positive reputation of YWCA, including real or perceived conflicts between the values expressed or implied by the fundraiser and those of YWCA.

If YWCA agrees to support a third party fundraiser, the details of any support should be clearly set out in writing, and any such agreement must be approved by the CEO. Before YWCA agrees

to support any third party fundraiser, the Framework for Decisions about Proposed Fund Development Initiatives (Appendix D) must be completed.

15.8 Donor Recognition

15.8.1 Acknowledgement of Gifts

All donations will be recognized by the YWCA, and the donor will be thanked in writing, and in the Annual Report, unless they have explicitly stated that they do not wish to be thanked. Anonymous donors will be indicated as such in the Annual Report.

15.8.2 Gifts and Sponsorships

Care must be taken to distinguish between gifts which are given with no expectation on the donor's part of receiving a "more than incidental private benefit" (www.cra-arc.gc.ca/chrts-gvng/chrts/plcy/cgd/fndrsng-eng.html), and support which is offered with the condition that the donor will receive a benefit. YWCA acknowledges and thanks donors whose gifts do not result in a private benefit returning to the donor. If the donor does receive benefits as a result of their support, that support is considered a sponsorship, and is not tax receiptable.

15.9 Grant Application Policy

Program directors and managers are encouraged to identify potential grants for their program areas, whether from foundations, municipalities, corporations, or other granting agencies. Priority should be given to grants that will support existing program costs, rather than grants that will require new initiatives and expenditures.

The assessment of granting opportunities for new initiatives must take the following criteria into consideration:

- Are the priorities and requirements of the grant consistent with the YWCA mission and current strategic plan?
- What would be the outcome of offering this program? What gap will it fill?
- Will the potential grant fully fund the new initiative, including all administrative and organizational costs?
- Which department/program area is most suitable for the grant?
- What are the long term implications and impact—for current programs, existing clients, staff, facilities, prospective clients, and so on?

Non-managerial program staff should discuss any granting opportunities with their direct supervisor. Senior Directors, directors and managers must communicate all grant opportunities and application plans to the CEO. All completed grant applications must be signed by the CEO or a designated Senior Director.

15.10 Women of Distinction

The Women of Distinction program has two distinct but related purposes; one does not take precedence over the other:

- Through the Women of Distinction Awards, to highlight and honour the outstanding contributions women make in many fields of endeavour in Southern Saskatchewan, and by so doing, to advance the participation and leadership of women generally.
- To raise revenue to support YWCA Regina programs and services, which also seek to advance the participation of women, often by supporting women and families who experience barriers to full inclusion.

While ultimately the responsibility of the CEO, the Women of Distinction program relies heavily on the work and vision of the Women of Distinction Committee and other volunteers. The responsibilities of the Committee are set out in the Women of Distinction Terms of Reference.

16 Appendices

Appendix A: Privacy Pledge

Appendix B: Police Record Check Note to File

Appendix C: Personnel File Checklist

Appendix D: Framework for Decisions about Fund Development Initiatives

Appendix E: Crisis Management Log Sheet

Appendix F: Release Form for Photographs

Appendix G: Discretionary Leave Form

Appendix H: YWCA Mileage and Parking Form

16.1 Appendix A: Privacy Pledge



YWCA REGINA PRIVACY PLEDGE

The confidentiality of the client’s personal information is a key concern of YWCA Regina and accordingly the Organization has policies, procedures and practices in place to protect the confidentiality of its client’s personal information. One way to protect the confidentiality of personal information is to require employees to sign a privacy pledge. Therefore, based on the above, I the undersigned agree as follows:

1. That I will only access personal information on a need-to-know basis for performing services on behalf of the Organization.
2. That I will keep all personal information in my possession in the strictest of confidence and only use such information for the purposes of performing services on behalf of the Organization.
3. That upon no longer requiring the personal information for the purposes providing services on behalf of the Organization, I will return or destroy all copies of the personal information in my possession as instructed by the Organization.
4. That I will follow all applicable Organization security and confidentiality policies, procedures, and practices.
5. I acknowledge that I have read this confidentiality pledge and understand that a breach of it may result in a contravention of the Personal Information and Electronic Act or other applicable laws.

Name (Please Print) _____

Position _____

Department _____

Signature _____ Date _____

Witness _____ Date _____

16.2 Appendix B: Police Record Check Note to File



A police record check was completed for:

NAME: _____

ADDRESS: _____

Date: _____, 20 _____

A CHECK OF POLICE RECORDS REVEALS: (please ✓ and complete)

- No criminal record
- A criminal record was reviewed on _____, 20 _____; **AND a decision was made:**
 - to accept the application based on the following: (only include relevant particulars from the police record)
 - to deny the application based on the following: (only include relevant particulars from the police record)

Signature Date Location

16.3 Appendix C: Personnel File Checklist



PERSONNEL FILE CHECK LIST

1. Resume Received: _____
2. Notes from Interview Date: _____
3. Reference Check Form Received: _____
4. YWCA Regina Privacy Pledge Signed: _____
5. Letter of Offer Written: _____
6. Child Abuse Registry Check
(Appropriate Departments) Received: _____
7. Copy of Valid Driver's License Received: _____
8. Copy of CPR Certificate Received: _____
Expiry: _____
9. TB Test Results Received: _____
(Child Care Only)
10. TCI Training Received: _____
(Children's Housing)
11. Accountability Agreements Received: _____

16.4 Appendix D: Framework for Decisions about Fund Development Initiatives

Introduction

This framework is a tool to ensure informed decisions about proposed fund development initiatives, including initiatives to secure gifts in-kind. Written responses to the questions are encouraged—but this framework may also serve as a guide to conversation, rather than as a form to be completed. While the primary intent of this document is to support sound decisions about YWCA-initiated fund development activities, a secondary purpose is to assess the effectiveness of third party initiatives, especially in situations where any YWCA support of or involvement with a third party activity is requested.

All YWCA-initiated fund development activities must be approved by the CEO. As well, any YWCA involvement with third party fundraisers must be approved by the CEO.

For more guidelines, see the Fund Development section of the YWCA Regina Policy Manual.

Purposes for this planning framework:

1. To help directors and managers assess fund development ideas before proposing them to the CEO for approval.
2. To support the organization-wide coordination of fund development activities, in order to maximize return on investment, and to prevent competition between programs for resources.
3. To ensure that human resources are used effectively—that program staff are empowered to focus on the roles they were hired to carry out, without an undue expectation that they will secure the resources that their programs need.
4. To support positive relationships with donors by ensuring that we do not approach donors more often than they wish to be approached, by communicating positively and professionally, and by recognizing donor contributions in ways that are meaningful.
5. To manage any risks to the positive image of YWCA Regina, and to appropriate and respectful relationships with program clients.

This framework is NOT intended to:

1. Exclude program staff from contributing to fund development activities of YWCA Regina.
2. Discourage the generosity and creative initiatives of the community, including unexpected, time-sensitive fund development opportunities, and support from individual staff member's relationships and contacts.

1. Rationale and need for proposed initiative

Where will the proceeds of the proposed initiative be directed?

- To general revenues of YWCA Regina
- To a particular YWCA program(s): _____

Is the intent of the activity being considered primarily:

- Fund development, financial and/or in-kind (with awareness as a secondary benefit)?, or
- Awareness (with fund development as a secondary benefit)?

Are expenses for the benefiting program included in the current operating budget?

- Yes No Partially

The total actual costs of any approved YWCA Regina program should normally be fully reflected in the current operating budget.

Why are additional resources (financial or in-kind) needed?

- The program will not go ahead at all without these resources
- There is a gap between budgeted costs and budgeted revenue of \$ _____
- With additional resources, the program could be enhanced in these ways:

- Additional resources are not necessary, but there is reason to believe they are readily available (e.g., they have been offered, or because of a personal connection with a potential donor). Summarize the circumstances briefly:

2. Proposed activities and anticipated return

Summarize below the proposed fund development activities and the expected return to YWCA Regina. If the proposed initiative has several revenue streams (e.g., ticket sales, raffle, silent auction), please list them separately.

Activity	Prospective donor or third party	Potential donation	Value
<i>Examples:</i> <i>Letter and phone call</i> <i>Grant proposal</i> <i>Third party steak night planned by Judy's employees</i>	<i>Jack's Junk Food Emporium</i> <i>Evergreen Foundation</i> <i>Judy's Day Spa</i>	<i>Chips for party</i> <i>Youth development grant</i> <i>Ticket and auction proceeds, after expenses</i>	<i>\$75</i> <i>\$3000</i> <i>\$2000</i>
Total value of expected return			

Anticipated non-monetary benefits, if any.

Are other benefits anticipated as a result of the activities under consideration (for example, engaging new volunteers, good will, heightened awareness)? Summarize these expected benefits:

3. Costs of prospective resource development activities

Value of time invested

Estimated YWCA program staff hours _____
Estimated YWCA program manager hours _____
Estimated other YWCA staff hours _____
Estimated YWCA volunteer hours _____
TOTAL HOURS _____

Approximate total value of staff and volunteer time \$ _____

If resource development initiatives require ongoing commitment of staff or volunteer time, a realistic succession plan should be in place.

Estimated direct financial costs to YWCA Regina \$ _____

Communication materials, event costs, hospitality, travel, facility costs, purchase of items for resale, costs associated with recognition, gaming application fees, etc.

Estimated direct financial costs borne by others, if applicable \$ _____

Third party costs, facility costs, etc.

Other cost considerations

Are there any opportunity costs associated with the fund development activities being considered? In other words, what other activities or opportunities might have to be set aside in order to pursue these activities?

(If proceeds are directed to a specific program.) Will the increased support anticipated for this program potentially result in decreased support for another YWCA Regina program?

Will any current support obtained for this initiative possibly jeopardize prospects for longer-term relationships with or support from prospective donors?

4. Implications for organizational communications, image and clientele

Donor recognition

Do you anticipate that any recognition or profile will be requested by or promised to any donors? Yes No

If yes, please detail:

Recognition of donors may have associated costs, and must be approved. It is our usual practice to acknowledge all donors in the Annual Report.

Potential impact on program clients

Does any supporter involved with this proposed initiative have any expectations that may impact program clients? Is there any anticipated direct contact between supporters and clients? Is there any expectation that client photographs, stories, or testimonials will be made available? Are there any risks to clients' privacy? If so, please summarize these or other potential impacts on clients due to the fund development activities being considered.

YWCA Regina's public image

Has all written communication associated with the proposed initiative on behalf of YWCA Regina been approved by the Director of Communication or the CEO? Yes No

Would our association with the values, activities, or public profile of any of the prospective donors or third parties involved be in conflict with or have negative repercussions for the positive image of YWCA Regina? *Please outline any potential issues.*

To the best of your knowledge, would the prospective supporters or third parties involved expect to use YWCA Regina's name or logo in any of their communications? Yes No
The YWCA Regina logo may NOT be used by external parties without the written consent of the CEO.

Gaming

Will any proceeds from the initiatives being considered, including third party initiatives, come from gaming activities (such as raffles or 50-50s)? Yes No

If gaming activities are taking place as part of a third-party initiative, has YWCA Regina agreed to submit a gaming application? Yes No

If YWCA Regina is submitting a gaming application in connection with a third-party event, have we ensured that the gaming activity will be carried out in accordance with all gaming regulations? Yes No

16.5 Appendix E: Crisis Management Log Sheet



Date:	Time:	Recorders:
Location of Crisis:		
Crisis issue:		
Persons involved:		
Events, issues, decisions relating to the crisis:		
YWCA Position Statement:		

16.6 Appendix F: Release Form for Photographs



I (name) _____ give permission to the YWCA Regina and their photographer to take my photograph. I understand that the YWCA Regina may use my photograph for the purpose of public information, education, the YWCA website, media, and fund development, and I give permission for that use.

PARENT/GUARDIAN RELEASE ON BEHALF OF A CHILD

I (parent/guardian) _____ hereby grant permission for my child (name) _____ to be photographed by the YWCA Regina and their photographer for the purposes outlined above, and I give permission for that use.

DATE

SIGNATURE

16.7 Appendix G: Discretionary Leave Form



Discretionary Leave Request Form

FOR MORE INFORMATION SEE SECTION 5.3.7 OF THE YWCA POLICY AND PROCEDURES MANUAL

DATE REQUEST SUBMITTED (MUST BE 4 WEEKS PRIOR TO START OF LEAVE): _____

NAME: _____

POSITION: _____

DIRECT SUPERVISOR: _____

LEAVE TYPE: CHECK ONE

TEMPORARY INTERNAL POSITION WHERE: _____

PERSONAL LEAVE

EXTENSION OF MATERNITY LEAVE

EDUCATIONAL LEAVE

OTHER

LEAVE DATE: _____

RETURN TO WORK DATE: _____

PLEASE ATTACH ANY ADDITIONAL INFORMATION YOU WOULD LIKE TO SHARE. MAX 200 WORDS TYPED PLEASE.

PLEASE UNDERSTAND THAT YOUR DIRECT SUPERVISOR MAY NEED TO PRESENT THIS TO THE SENIOR LEADERSHIP TEAM FOR APPROVAL AND THAT COULD TAKE UP TO 2 WEEKS FOR A REPLY/APPROVAL NOTICE.

APPROVED BY: _____

SIGNATURE: _____ DATE: _____

APPROVED START OF LEAVE: _____

APPROVED RETURN TO WORK DATE: _____

16.8 Appendix H: YWCA Mileage and Parking Form



YWCA MILEAGE AND PARKING FORM

Make cheque payable to: _____

Department: _____

Dates: Start _____ End _____

Employee Signature: _____

Manager/Supervisor signature: _____

Code: _____

DATE	LOCATION/DESTINATION/REASON	KMS TOTAL/PARKING TOTAL	INITIAL

Total kms _____ X \$.40/kilometer = \$ _____

Total Parking expense: \$ _____