

APPENDIX IV

**North Renfrew Family
Services Inc.**

**POLICY AND
PROCEDURE MANUAL**

Revision 2021 April 27

**Previous Versions of the Policy and
Procedures Manual were approved by NRFS
Board on 2010 March 9 and 2013 June 18**

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PURPOSE

The general purpose of this manual is to establish those policies affecting employees of North Renfrew Family Services Incorporated (NRFS), to provide procedures for the prompt and equitable disposition of grievances, to establish and maintain satisfactory working conditions for all employees subject to the provisions of this manual, subject to the fulfilling of the objective of NRFS to give service to the public in accordance with other policies of NRFS and legislation.

MANAGEMENT RIGHTS

It is acknowledged that the management of NRFS's operations and the direction of the employees are fixed exclusively on the Board of Directors and subject to the terms and conditions of the policies herein and it is the exclusive function of the Board of Directors in conjunction with the Executive Director to:

1. Maintain order and efficiency.
2. Hire, promote, classify, transfer, suspend and retire employees, and to discipline or discharge any employees for just cause and failure to follow written procedures developed by NRFS and/or standards developed by the government.
3. Revise and enforce rules and regulations to be observed by the employees.
4. Determine the nature and kind of business conducted by the NRFS, the number of employees to be employed, the extension, limitation, curtailment or cessation of operation of any part.

AMENDMENTS TO POLICY AND PROCEDURE MANUAL

The Policy and Procedure Manual will be reviewed as needed.

1. Amendments to this manual may occur by any of:
 - a) Approval of the Board of Directors;
 - b) Changes of legislation;
 - c) Agreements made in negotiations between the Board of Directors and staff.
2. The Board of Directors must approve all amendments for this manual.
3. Revisions to policies and procedures may be considered at any time if requested by staff or the Executive Director.
4. Executive Director will make every attempt to secure staff input into the modifications prior to consideration.
5. The Executive Director shall be responsible for ensuring all Amendments are incorporated into the manual.
6. Employees will be notified of any changes.

PERSONNEL-NEW EMPLOYEES

APPLICATION FOR EMPLOYMENT PROCEDURE

1. The Executive Director will make all staff aware of upcoming vacancies.
2. The Executive Director shall screen the letters of application.
3. The short-listed candidates shall be invited to an interview with the hiring committee. If requested, they will provide the hiring committee with properly-certified details of their educational background and consent to NRFS getting access to their previous employment history.
4. Applicants selected for interviewing purposes are not reimbursed for out-of-pocket expenses incurred to attend the interview unless provided for by special Board of Director's approval.
5. For the purposes of recruiting, favourable consideration may be given to residents of North Renfrew where all other qualifications are equal.
6. Hiring of relatives (e.g. parent, spouse, partner, sibling, child, grandparent, in-laws or anyone living in the household of an employee) is generally discouraged; it may be permissible after approval from the Board for very special circumstances, and no potential conflict or difficulties appear to exist.

7. In filling a vacant position, NRFS shall give first consideration to promotion of qualified staff within NRFS who apply in writing.
8. A hiring committee will be made up of the Executive Director and two members of the Board of Directors.
9. The first step in the hiring process is having a thorough written job description that includes a summary overview of the position and its major duties.
10. The job posting should be clear, concise and attractive for candidates. It is often a potential employee's first impression of NRFS. The job posting should include the following:
 - a. Job title;
 - b. Job summary;
 - c. Job-specific conditions of work;
 - d. Salary range;
 - e. Essential requirements of the position, including qualifications, experience required to do the job, language, special skills requirements and access to an automobile;
 - f. Closing date;
 - g. Contact person
11. All résumés shall be kept by the Executive Director and retained for six months after receipt. Information shall be collected and protected in accordance with the Freedom of Information and Protection of Individual Privacy Act, Bill 49.
12. Unsolicited résumés currently on file shall be included for consideration

HIRING OF NEW EMPLOYEE

1. After a minimum of three references have been contacted and their comments documented, the Executive Director will present the written evaluations and recommendations to the Board of Directors, along with a complete status notice for approval. An offer of employment will be made with the Board of Directors' approval.
2. New employees moving as a result of accepting an employment offer with NRFS are not eligible for a moving allowance except as specifically approved by the Board of Directors.
3. New Employees shall take sign the Confidentiality Agreement given in Appendix 12.
4. A successful passing of a Criminal Record Check will be a condition of employment, the cost of which will be covered by NRFS
5. All Criminal Record Checks are to be retained by the Executive Director in the individual's personnel file.

HIRING OF AN EXECUTIVE DIRECTOR

1. On receipt of the resignation of the Executive Director by the Chair and acceptance by the Board of Directors, a hiring committee will be struck, consisting of the Chair plus two other members of the Board of Directors
2. The Hiring Committee will post or advertise the position, pre-screen applications, evaluating the candidates on their qualifications, expertise and suitability and select promising candidates to be invited for a committee interview.
3. A second interview with each candidate will take place at an In Camera meeting of the Board of Directors.
4. The Chair will announce the successful candidate to the Board of Directors based on voting results. A motion is required to verify this decision and the negotiable salary range.

LETTER OF EMPLOYMENT

1. Once the Board of Directors have agreed to the hiring of a new employee, properly selected as described above, the selected candidate shall be promptly informed in writing, of an offer of employment from NRFS.
2. Upon hiring, the new employee shall receive two copies of the Letter of Employment which will provide further details of the employment conditions.
3. The employee shall sign and date both copies, returning one copy to the Executive Director (or the Chair in case of the hiring of a new Executive Director) to be placed in the employee's Personnel File and retaining the original.
4. The Letter of Employment shall outline:
 - a) Starting date;
 - b) Salary range and increment policy;
 - c) Starting salary;
 - d) Benefits per Personnel Policy;
 - e) Pay periods;
 - f) Duration of probationary period;
 - g) Reporting hierarchy;
 - h) Evaluation procedure;
 - i) Job description;
 - j) Organizational chart;

- k) Copy of the Policies and Procedures Manual.
- 5. By signing the letter of employment the employee agrees to be bound by the terms and conditions in the job description and in the Policies and Procedures Manual.
- 6. All unsuccessful applicants will be notified.
- 7. Each new employee shall complete the necessary documentation regarding payroll, deductions, etc.

PROBATION

1. All employees, hired to a new position are subject to a satisfactory performance during the probationary period.
2. The probationary period is usually six months but could be longer. The Executive Director shall perform a probationary assessment of the employee's performance and the results of the assessment shall be reported to the Board of Directors. Assessment of a new Executive Director will be completed by the Board of Directors. Prior to completion of the probationary period, the Executive Director (or Board of Directors) will review the probationary period with the employee and make recommendations to the Board of Directors of the employee continuation decision.
3. Every effort will be made to help employees adjust to their position
4. At the end of the probation period, the Board of Directors shall make the final decision through a motion to the one of three recommendations:
 - a) Moving to permanent status;
 - b) Extension of probation for further three month period;
 - c) Termination.

ORIENTATION

1. It is the responsibility of the Executive Director to ensure that each new employee completes the necessary paperwork and is made aware of the following on the first day of work:
 - a) Mission Statement;
 - b) Organizational Structure;
 - c) Policies and Procedures Manual;
 - d) Health and Safety Standards;
 - e) Financial Compensation and Benefits;
 - f) Personnel Policies and Procedures.
2. The T1 Income Tax form will be put on the employees personnel file.
3. The new employee must sign the Confidentiality Agreement before dealing with any clients or any client files.

CONTRACT EMPLOYEE

1. The goal is to treat contract employee fairly and equitably in relation to all other employees. Contract wage rates are established by determination and evaluation of job responsibilities either independently or based on comparable classifications.
2. Contract renewals should be completed and approved by the Board of Directors at least one month before the present contract expires
3. Contracts require the approval of the Executive Director and the Board of Directors
4. Contract employees, part or full-time, will receive 4% of their salary in lieu of paid vacation, will receive pay for statutory holidays, and will receive no other benefits.
5. Early termination of a contract shall provide for two weeks' notice or two weeks' payment in lieu of notice.
6. All contracts are to be completed in the approved form, which shall contain, at minimum, the following:
 - a) Date;
 - b) Name, address, telephone number, e-mail address and the Social Insurance Number of employee;
 - c) Location of work;
 - d) Position title;
 - e) Job description;
 - f) Salary rate and method of payment;
 - g) Starting date and termination date of the contract;
 - h) Other conditions;
 - i) Signatures of employee, Executive Director and witness.

PERSONNEL - WORK REGULATIONS

EMPLOYEE DEFINITIONS

1. The term "full-time employee" shall apply to any employee who has been appointed to a full-time permanent position for 37.5 hours per week.
2. The Board of Directors shall make the final decision with input from the Executive Director on conversions of full-time to part-time and part-time to full-time.
3. Contract Employees working conditions are defined as described in the section labelled "Contract Employment".

PERFORMANCE REVIEW

1. The Executive Director shall review an employee's performance at least annually.
2. An employee's anniversary date is the employee's date of permanent hire, promotion or classification.
3. The Executive Director shall inform the employee of any change in salary.
4. The Executive Director may delay a step increase. Reasons must be given in writing to the employee and are subject to the appeal to the Board of Directors.
5. Annual increments as stipulated in the respective salary scales shall be considered on the anniversary date of the employee's appointment in the current position. Once the maximum step is achieved, no further increments will be allowed while the employee fulfils the duties of that position.
6. An employee must provide a medical certificate on request when sick leave records have been monitored and it has been determined that a pattern of sick leave usage has developed.
7. North Renfrew Family Services Inc. shall provide support to employees who develop social or health problems as a result of alcohol/drug abuse (as well marital and/or financial problems) that affect the quality of their job performance.
8. Executive Director Performance review shall be scheduled annually by the Staff Relations Committee.

TRAINING AND DEVELOPMENT

1. NRFS recognizes the importance of training and development of staff.
2. Funds for staff training and development are approved by the Board of Directors.
3. To be eligible for reimbursement, approval for a specific course must be granted by the Executive Director or the Board of Directors.
4. Each course must be approved individually.

PERSONNEL FILES

1. NRFS will maintain personnel files for all employees. The personnel file is the property of NRFS and is under the control of the Executive Director
2. Personnel files will be maintained in a confidential and professional manner.
3. The administrative section of the personnel files shall contain items such as financial information, payroll data, benefits data, leave

- information and any other items of such nature, concerning the terms of employment.
4. The confidential section of the personnel file shall contain items such as performance appraisal, confidential memos/correspondence, Applications for Employment and related documentation (e.g. verification of education), letters of reference given by the Executive Director and other items of such nature. Letters of reference will include the length of service, position(s) held, general impressions about the employee, special functions/activities, and outstanding achievements.
 5. Employees are allowed full access to their personnel files. A written request must be made to the Executive Director who arranges for access to the file in the Executive Director's presence.
 6. No materials may be added, changed or removed without the written authorization of the Executive Director.
 7. Copies of materials may be requested and will be photocopied by the Executive Director. The Executive Director must note the date and materials that have been photocopied.

TERMINATION OF PERMANENT EMPLOYEE

1. The Executive Director shall go through a process of a Letter of Warning, a Letter of Suspension and finally a Letter of Discharge. Termination of an employee requires the approval of the Board of Directors.
2. Terminations initiated by the employer and approved by the Board of Directors shall require notice consistent with the terms of Employment Standards Act.
3. Terminations initiated by the employer for cause (e.g., wilful misconduct, disobedience or wilful neglect of duty) are not subject to a notice period.
4. The Executive Director will conduct an exit interview when a permanent employee terminates in the presence of a Board member.
5. If the termination applies to the Executive Director then a similar process will take place with the Executive Director reporting to the Chair of the Board of Directors.

REGULATIONS - MISCELLANEOUS

1. When an employee is unable to carry out her/his normal duties as a result of the suspension or loss of her/his Driver's Licence, the Executive Director must be informed. When the Executive Director is unable to carry out her/his normal duties as a result of the suspension

or loss of her/his Driver's Licence the Chair of the Board of Directors must be informed.

2. Disclosure of Employee Data to Outside Agencies and Individuals Information may only be released by the Executive Director, or persons designated by the Executive Director, in accordance with the Freedom of Information Act, a copy of which shall be available to all employees.
3. NRFS does not retain specific legal counsel. There is, however, an endorsement for Malpractice Insurance as part of its insurance policy. Family Service Ontario (NRFS is a dues-paying member), may also provide legal assistance.
4. An employee, while engaged by NRFS and in the proper conduct and discharge of her/his duties, who finds that a matter has arisen, or may arise, which could involve action against the employee and/or NRFS, should immediately report the matter to the Executive Director, giving full particulars of the circumstances
5. It is the responsibility of the Executive Director to immediately report and review the matter with the Chair of the Board of Directors
6. The personal information of all employees will be protected from unauthorized access. Employee consent will be obtained for collecting, using or disclosing personal information
7. No employee may benefit from the association they derive from their employment.

EXECUTIVE DIRECTOR POSITION

1. During short absences of the Executive Director, such as vacation leave, the Executive Director shall assign another staff member as a designate and inform the Board Chair.
2. It is the responsibility of the Board of Directors to ensure that the duties of the Executive Director are covered at all times.
3. In the event of the Executive Director taking a long leave of absence the Board of Directors will designate, in writing, the person of their choice as Acting Executive Director.
4. When a staff member is assigned the duties of the Executive Director's position for an extended period, the designate may be paid at the rate of the Executive Director.

COMPENSATION, WORKING HOURS, VACATION AND LEAVE

SALARY / COMPENSATION

1. NRFS, through the Board of Directors, shall establish a salary scale that shall be available to all employees.
2. An employee will become eligible for annual increments that shall become payable and effective on the anniversary date of the employee's appointment to her/his current position, in the amounts stipulated in a salary grid shown in Appendix 1, until the maximum of the salary range is achieved. At that time, no further annual increments will be due.
3. The annual increment will only be awarded if the employee fully meets the requirements as outlined in his/her annual Performance Assessment.
4. The salary scales for NRFS employees shall be set by the Board of Directors.
5. Upon termination, an employee will be reimbursed for vacation credits as applicable.
6. Employees shall be paid according to the Salary Scale (See Appendix 1)
7. To determine the salary level within the appropriate range, the following guidelines are applicable:
 - a. Step 1 of the scale is offered if the candidate meets the minimum qualifications defined in the job description for that position. Equivalencies may be considered;
 - b. One to two years additional directly-related experience is required for each step.
8. NRFS maintains a semi-monthly pay period. In order to provide employees with consistent remuneration, the pay for each period will be calculated as follows: Hourly rate number of hours per week times 52 weeks divided by 24 pays per year.
9. Permanent NRFS employees will receive
 - a. an additional 10% in pay in lieu of benefits.
 - b. paid vacation as opposed to vacation pay
 - c. pay for all statutory holidays
10. NRFS shall provide a compensation plan for employees when travelling on NRFS business or on professional development training. (See Appendix 1 for current rate.)

11. All employees of NRFS are covered by the Workers Safety and Insurance Board (WSIB) in the event of an injury sustained while in the course of employment.

WORKING HOURS

1. Work hours for a full-time employee will be 37.5 hours per week, excluding lunch.
2. The base working hours of all employees will be assigned by the Executive Director to ensure that the office is always staffed when open.
3. The Executive Director and the Counsellor cannot be on vacation at the same time. Every effort will be made to have the office staffed Monday to Friday except on statutory holidays.
4. Employees, with the approval of the Executive Director, may arrange their hours to meet the needs of clients.
 - a) There are no funds available for financial compensation of overtime worked;
 - b) It is recognized that workers may need to adjust their schedules to fit the needs of clients. When this is necessary and overtime is required the employee should make every effort to attempt to take in lieu within one month of the time accumulated;

VACATION

1. All permanent NRFS employees will accumulate vacation day credits, in addition to statutory holidays
2. All permanent NRFS employees shall receive twenty days paid vacation.
3. The vacation for regular part-time workers will be pro-rated to the percentage of their regular hours to the full-time hours.
4. Vacation leave exceeding 3 days must be approved in advance by the next level of management.

LEAVE

1. All permanent employees are eligible for Parental Leave in accordance with the Employment Standards Act. Please refer to the Act for additional information.
2. All permanent employees are eligible for consideration for compassionate leave.
3. Special leave may be granted at the discretion of the Executive Director for the following reasons:
 - a) Marriage;

- b) Writing of examinations;
 - c) Birth or adoption of a child.
4. Consideration for special leave may also be given in certain other emergency or special circumstances
 5. The number of days allowed for special leave will depend on the circumstances of the individual case, but will not exceed six days per year.
 6. A leave of absence with pay for an employee may be granted by the Executive Director for a maximum of three days in the case of death or emergency in a staff member's immediate family, generally including spouse/partner, child, step-child, sister, brother, parent, parents-in-law, brothers/sisters-in-law, grandparents, aunts and uncles. An additional leave may be granted at the discretion of the Executive Director with the approval of the Chair of the Board of Directors.
 7. An employee shall be allowed a leave of absence for jury duty.

STATUTORY AND PAID HOLIDAYS

1. Employees of NRFS are entitled to be compensated for statutory holidays.
2. The Executive Director and the Counsellor cannot be on vacation at the same time. Every effort will be made to have the office staffed Monday to Friday except on statutory holidays.
3. Statutory holidays with pay as described by the Employment Standards Act will be observed by NRFS
4. Permanent employees will also be compensated for Easter Monday, and the Civic Holiday.
5. In addition, any other day proclaimed hereafter by the Federal or Provincial Government shall be recognized as an additional holiday.

CLIENT RELATED MATTERS

PRIVACY

1. The personal information of all clients will be protected from unauthorized access.
2. Client and employee consent will be obtained for collecting, using or disclosing personal information. This consent will remain in effect until withdrawn in writing.
3. Client information will only be collected, retained and disclosed as necessary to insure highest quality of service. This may include

- sharing information with other providers involved in client care within and without North Renfrew Family Services.
4. All information will be stored securely. Clients will be notified if information is stolen, lost or has unauthorized access.
 5. All clients have the right to request, in writing, access to their personal information. North Renfrew Family Services will respond within thirty days. (At the discretion of the Executive Director this may be done in a shorter time period).
 6. If the client is a child in counselling, the Executive Director shall determine if the child is capable of making a decision regarding access to his/her records. If the child is incapable of making such a decision, then the Executive Director on behalf of North Renfrew Family Services could allow the parent/guardian access to the file. (However the Executive Director may refuse such permission).
 7. When a client does request to see his/her file, several options are open to the Executive Director:
 - a) The Executive Director could go through the file to remove any third party information;
 - b) Some content may not be in the best interest of the client and a counsellor or the Executive Director should go through the file with the client so that the client is aware of the implications of lawyers and courts getting that information;
 - c) Of course the courts can subpoena the file. In that case it would have to be handed over to the courts. Before turning over any file, copies of the contents should be kept in North Renfrew Family Services files.

CLIENT TERMINATION WITHOUT CONSENT

1. In some circumstances the agency may need to end the treatment relationship without the client's consent. These may include:
 - a. The client requires expertise beyond the agency's capacity;
 - b. The client has difficulty achieving the planned treatment goals and there is no evidence of movement;
 - c. The client has reached planned goals but is reluctant to end;
 - d. The client is uncooperative and non-compliant;
 - e. There is a change in the counsellor's life circumstances (counsellor relocates, retires or becomes seriously ill).
2. To reduce the risk of counsellor and agency liability or adverse action, termination under any of the above circumstances should always be handled carefully, professionally and in a manner consistent with the client's needs and interests. Adequate referral information should be

provided and the circumstances should be documented and discussed with the client.

MISCELLANEOUS

1. All Board members, Staff, Consultants, Volunteers and others acting on behalf of NRFS are expected to avoid ethical, legal, financial or other conflicts of interest and to ensure that their outside activities and interests do not conflict with their obligations to the NRFS or its welfare

FINANCE

BUDGET PREPARATIONS

1. During the budget preparation process, the Executive Director shall forecast the program's full-time, part-time and contract staffing requirements and unexpected operating expenditures for the upcoming year.
2. Budget provisions for new positions that are being submitted to the Board of Directors during the budget process must include information supporting the request(s) including a proposed Job Description.
3. Upon approval of the budget by the Board of Directors, the Executive Director, when deemed appropriate, shall initiate recruitment procedures for any new positions approved.
4. The Budget/Salary Review Committee, consisting of the Treasurer and two Board Members shall meet in early October and present the proposed budget for the following year to the Board of Directors at the November meeting.

FUNDRAISING

1. For all fundraising, up to 10% of non-directed proceeds may be designated to the NRFS Endowment Fund of the Deep River and District Community Foundation based on the financial state of NRFS at the end of the year. (Ref.: Meeting #367 – 2019 February 19)

INVESTMENT STATEMENT

1. North Renfrew Family Services' investments must be low risk and have a high rate of liquidity over a majority of the investment portfolio (Ref.: Meeting #345 -2016 Sept 20)

CHEQUE SIGNING

1. All payments on behalf of the Agency shall be made by cheque if at all possible. A petty cash float will be maintained for minor payments.
2. All cheques must be accompanied by an invoice, statement or other supporting documentation upon presentation for signature.
3. All cheques require two signatures as per signing authority at the bank.
4. No blank cheques shall be signed.
5. Emergency Fund shall only be used in the event of a crisis situation when there is insufficient time to follow the above procedure.
 - All Emergency Fund cheques require the signature of two staff members
 - Sufficient supporting documentation shall be available on request to confirm the validity of the expense.
 - The Emergency Fund Cheque Register shall be reviewed on a monthly basis by whoever is signing the Operating Account Cheques. The amount spent per month and any novel expenses will be presented to the Board at a monthly meeting as part of the Treasurer's Monthly Financial Report.

APPENDICES

Appendix 1: Salary Grid

Appendix 2 (A) & 2(B): Liability Insurance Policy

Appendix 3: Harassment And Abuse Policy

Appendix 4: Workplace Hazardous Material Information System (WHIMS) Policy

Appendix 5: Job Description Office Manager (Version Jan 16, 2020)

Appendix 6: Job Description - Executive Director (Version Jan 16, 2020)

Appendix 7: Job Description - Counsellor

Appendix 8: One Year Term Employment Agreement

Appendix 9: Record Of Volunteer Hours

Appendix 10: Volunteer Registration

Appendix 11: Acknowledgement Of Familiarity With P&P Manual

Appendix 12: Confidentiality Agreement

APPENDIX 1 SALARY GRID

	STEP						
	0	1	2	3	4	5	6
Counsellor							
2017 (@1.5% COL)	\$24.01	\$24.73	\$25.48	\$26.24	\$27.03	\$27.84	\$28.67
2018 (@ 1.7% COL)	\$24.42	\$25.15	\$25.91	\$26.68	\$27.49	\$28.31	\$29.16
2019 (@ 2.0% COL)	\$24.91	\$25.65	\$26.43	\$27.22	\$28.04	\$28.88	\$29.74
2020 (@ 1.0% COL)	\$25.16	\$25.91	\$26.69	\$27.49	\$28.32	\$29.17	\$30.04
2021 (@ 1.0% COL)	\$25.41	\$26.16	\$26.96	\$27.76	\$28.60	\$29.46	\$30.34
Executive Director							
2017 (@1.5% COL)	\$29.51	\$30.38	\$31.30	\$32.40	\$33.21	\$34.22	\$35.26
2018 (@ 1.7% COL)	\$30.01	\$30.90	\$31.83	\$32.95	\$33.78	\$34.80	\$35.86
2019 (@ 2.0% COL)	\$30.61	\$31.51	\$32.47	\$33.61	\$34.45	\$35.49	\$36.58
2020 (@ 1.0% COL)	\$30.91	\$31.83	\$32.80	\$33.94	\$34.80	\$35.85	\$36.94
2021 (@ 1.0% COL)	\$31.22	\$32.15	\$33.12	\$34.28	\$35.14	\$36.21	\$37.31
Office Manager							
2017 (@1.5% COL)	\$16.33	\$16.83	\$17.24	\$17.84	\$18.37	\$18.92	\$19.50
2018 (@ 1.7%COL)	\$16.61	\$17.11	\$17.54	\$18.15	\$18.68	\$19.24	\$19.83
Revised July, 2018	\$18.28	\$18.83	\$19.40	\$19.98	\$20.58	\$21.19	\$21.83
2019 (@ 2.0% COL)	\$18.65	\$19.21	\$19.78	\$20.38	\$20.99	\$21.62	\$22.27
2020 (@ 1.0% COL)	\$18.83	\$19.40	\$19.98	\$20.58	\$21.20	\$21.83	\$22.49
2021 (@ 1.0% COL)	\$19.02	\$19.59	\$20.18	\$20.79	\$21.41	\$22.05	\$22.71

Notes:

2021 increase of 1% based on Provincial guidelines for government employees 2019.

Approved at BOD meeting of October 20, 2020

Mileage rate is \$0.44/km (Minutes of Meeting #368, March 26 2019)

APPENDIX 2: LIABILITY INSURANCE

POLICY

All employees, members of the Board of Directors and volunteers of North Renfrew Family Services Inc. (NRFS) will be covered by malpractice insurance under an endorsement which constitutes part of the liability insurance maintained by NRFS

PROCEDURE

Malpractice Insurance

1. The liability insurance is applicable in the event of a lawsuit due to negligence as a result of the operations of NRFS and the personal acts of its members in the participation of its activities.
2. The employer pays 100% of the premium.
3. Employees should read NRFS's insurance policy to be familiar with the provisions of the policy.
4. If an employee needs to utilize this insurance, she/he must consult with the Executive Director and then with the Board of Directors.

Non-owned Automobile Liability Insurance

Board of Director Members, employees and volunteers are covered for liability in the event that they are involved in an action because: they are using an employee's, officer's or volunteer's vehicle on NRFS's business; the driver is involved in an action where she/he is at fault; the driver does not have adequate insurance in force; NRFS is involved in the law suit because at the time of the accident, the vehicle was being used on NRFS business.

APPENDIX 3: HARASSMENT AND ABUSE POLICY

PURPOSE:

The North Renfrew Family Services Inc. (NRFS) strives to create and maintain a safe workplace in order to minimize and/or prevent incidences of harassment or abuse. Health and Safety is a priority in how we provide services as it is fundamental to healthcare. The NRFS observes and complies with the requirements of the Ontario Occupational Health and Safety Act, regulations and any amendments.

Policy Statement

As a responsible organization, the NRFS holds all employees, students, contractors and volunteers accountable for their part in keeping our workplace safe. In addition, the Executive Director and counsellors and staff have additional accountability for due diligence. All Harassment and Abuse prevention procedures will be subject to regular review by the North Renfrew Family Services Board of Directors

Definitions

Physical abuse: Physical abuse consists of but not limited to anything one person does to another that causes physical pain. This includes slapping, pinching, punching, pushing, throwing objects at another person, assaulting someone with an object or anything that brings about physical pain or discomfort to another.

Sexual Abuse: Sexual abuse consists of but not limited to unwanted touching, fondling, observations for sexual gratification, any penetration or attempted penetration with a penis, digital or object of the vagina or anus, verbal or written propositions or innuendos, exhibitionism or exploitation for profit including pornography.

Emotional Abuse: Emotional abuse consists of but not limited to an attack on the victim's self confidence, sense of self-worth, trust in their own perceptions, and self-concept. This can be done by constant berating and belittling, by intimidation, or under the guise of "guidance," "teaching," or "advice," .

Verbal Abuse: Verbal abuse consists of but not limited to the use of language as a means to control or subordinate another person. Verbal abuse takes several forms including threats, foul or demeaning language, hostile tone or volume, intensity of delivery whether loud or quiet and sarcasm.

Psychological Abuse: Psychological abuse consists of but not limited to harassment, threats, intimidation, isolation, control, and attempts to belittle the victim. Both verbal and nonverbal means can be used to perpetrate abuse, ranging from yelling or screaming at someone to creating physical isolation by refusing to touch the victim and isolating the victim from friends and family.

Neglect: Neglect consists of but not limited to any behaviour that leads to a failure to provide services which are necessary such as withdrawing basic necessities as forms of punishment, failing to assess and respond to changes in health status and refusing or withdrawing physical or emotional support.

Harassment: Harassment consists of but not limited to the act of systematic and/or continued unwanted and annoying actions of one party or a group, including threats and demands. The purposes may vary, including racial prejudice, personal malice, an attempt to force someone to quit a job or grant sexual favours, apply illegal pressure to collect a bill, or merely gain sadistic pleasure from making someone fearful or anxious

Governing Legislation

- Child and Family Services Act, RSO 1990, c.C.11
- Human Rights Act, RSO 1990, c.H.19
- Criminal Code of Canada, RSC 1985, c C-46

Coverage protects

All employees, volunteers, clients, visitors, contractors, tenants and anyone else who may be at the North Renfrew Family Services office or off site during the Covid-19 Pandemic.

Abuse Reporting Procedures

To report a suspected abuse incident, the individual reporting may go the Executive Director and/or the Board of Director Chair of the North Renfrew Family Services or any members of the Board of Directors of the North Renfrew Family Services.

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Reporting Protocol

Any suspected abuse incident must be reported to the Executive Director and/or the Board of Director Chair or members of the Board of Directors of the North Renfrew Family Services.

Investigative and Disciplinary Procedures

- Role of the alleged assailant
- Action required by individuals within the North Renfrew Family Services.
- Resolution of the Complaint which may result in counselling, disciplinary action or dismissal
- Written report

Appeal

The alleged assailant has the right to appeal the resolution. The appeal must be in writing and submitted to the Chair of the Board of Directors of the North Renfrew Family Services within 30 days from the resolution.

Liability

It is to be noted that there may be potential for personal financial liabilities to the Executive Director and staff team, the Board of Directors and any others deemed affected.

I acknowledge that I have received and read the abuse policy. I understand that it is my responsibility to abide by all the rules contained in this policy and to report any incidents of abuse as set forth in this policy.

 Signature of employee/volunteer/student/contractor Date

 Signature of the Executive Director, North Renfrew Family Services Date

APPENDIX 4: WORKPLACE HAZARDOUS MATERIAL INFORMATION SYSTEM (WHMIS) POLICY

PURPOSE

The North Renfrew Family Services Inc. (NRFS) is committed to providing an effective Workplace hazardous Materials Information System (WHMIS) to protect employees, volunteers, contractors, students, clients and visitors when they are working with or exposed to potentially hazardous materials on company premises.

SCOPE:

WHMIS exemplifies the employees, volunteers, contractors, students, clients and visitors when 'right to know' about possible workplace hazards which is enforced under the Occupational Health & Safety legislation.

This system includes:

1. Labels – To identify types of hazards as a precaution.
2. MSDS – Provides access to Material Safety Data Sheets.
3. Education – Enforces mandatory WHMIS training for all classifications of employees.

POLICY:

As a responsible organization, the NRFS holds all employees, volunteers, contractors and students accountable for their part in keeping our workplace safe. In addition, managers and supervisors carry additional accountability for due diligence.

WHMIS Requirements:

- Employees, volunteers, contractors and students have specific duties, such as providing labels,
- MSDS and training,
- Obligations are ongoing. Health & Safety policies will be kept up to date and training will be provided to all employees, volunteers, contractors and students, including retraining of existing employees, volunteers, contractors and students.

The NRFS will ensure that emergency information and/or contact is readily available with first response plans in place

If required, participate in Ministry of Labour inspections or investigations or report our status to the Ontario government.

APPENDIX 5: JOB DESCRIPTION OFFICE MANAGER

Job title	Office Manager
Reports to	Executive Director

Duties and responsibilities

The Office Manager's primary responsibility is to ensure the smooth operation of the North Renfrew Family Services (NRFS) office, especially as related to all financial transactions, office management and client relationships.

Office Management

- Bookkeeping –responsible for payroll, invoicing, payments, billing, ledger
- Regular collection of mail and banking - deposit donor cheques (as required, minimum weekly)
- Promptly issue tax receipts for donations and include a thank you note and NRFS newsletter
- Be present in office, answer phone and provide a supportive atmosphere to clients in waiting area
- Triage clients needs and schedule clients appointments or refer them to appropriate resources - promote use of walk-in clinic
- Support Board Treasurer and Volunteer Accountant where needed and provide timely input for monthly financial report and CRA requirements
- Gather and collate required materials for all board meetings and AGM
- Provide secretarial support to counsellors, ED and board chair(s) (include proof reading)
- Update website and NRFS promotional materials (brochures, newsletter, display board)
- Maintain office supplies (stationary, printer supplies, forms, coffee, water, etc)
- Maintain a time-sheet of vacation time and time spent away from office – obtain written approval prior to time spent away from office unrelated to NRFS operations
- Manage and store NRFS files for 7 years as per retention regulations and requirements, have outdated files shredded by DRDH

Special Events

- Coordinate Christmas basket program as well as Christmas Dinner and Pancake Breakfast (NRT ad, contact churches and sponsors, posters, thank sponsors etc.)
- Be the main NRFS first-point-of-contact for fundraising events such as: Smile Cookie Campaign, Pancake Breakfast, Credit Union Special, Golf Tournament etc. - ask for board assistance ED assistance where needed. Follow up with thank you note to organizers

NRFS Operations & External Contacts

- Administer/coordinate special programs - fund disbursement and tracking (e.g. DRDCF PEP program, Jumpstart, Camp Lauren, KIDS'N Canoes)
- Liaison with DRDCF and assist in grant application
- Facilitate interaction of NRFS clients with Renfrew County Legal Clinic
- Attend board meeting and record minutes as requested
- Promote NRFS by ensuring articles of NRFS fund raising events (or photos of donation cheque from events) are published in NRT - ask for assistance from board where needed
- Liaison with DRDH re: IT support, maintenance and housekeeping
- Promote NRFS as beneficiary with Funeral Home (provide memorial donation envelopes, thank you cards, acknowledge donation and sympathy card to family etc.)
- Maintain effective working relationships with other referring agencies (police department, DRDH, Phoenix Centre etc)
- Public Relations/Marketing/promote relationships and collaborations as delegated by ED
- Arrange for taxis to/from Foodbank
- Coordinate transportation to out-of-town medical appointments

North Renfrew Family Services Incorporated: Policy and Procedure Manual

Physical requirements & conditions

The Office Manager will spend long hours sitting and using office equipment and computers, which can cause muscle strain. The Office Manager will also have to do some lifting of supplies and materials from time to time. The incumbent is located in a busy, open area office. The incumbent is faced with constant interruptions and must meet with others on a regular basis. There are a number of deadlines associated with this position, which may cause significant stress. The incumbent must also deal with a wide variety of people on various issues.

Certification

I certify that I have read, understand and accept the responsibilities assigned to this position

Employee Name

Employee Signature

Date

I certify that this job description is an accurate description of the responsibilities assigned to this position.

Board Chair Name

Board Chair Signature

Date

I approve the delegation of responsibilities outlined herein within the context of the attached organizational structure.

Executive Director Signature

Date

APPENDIX 6: JOB DESCRIPTION - EXECUTIVE DIRECTOR

Job title	Executive Director
Reports to	Board of Directors

Job Summary

The Executive Director's primary responsibility is to ensure the successful delivery of NRFS programs in the catchment area of Deux Rivieres to Chalk River while managing staff and meeting client and Board needs in a professional manner.

Program Management

- Prepare ED Report to be presented at the AGM and published in the Annual Report.
- Responsible for maintaining NRFS liability insurance.
- Responsible for maintaining effective relationship with DRDH.
- Responsible for all necessary paperwork (progress reports, quarterly reports, grant proposals etc.) to ensure continued financial support from MCSS, VAW, UW, JFS, Walk-in-Clinic - Nurture our ongoing relationships with them.
- Track and evaluate programs to measure success that can be effectively communicated to the Board and Funders.
- Deliver programming in accordance with the NRFS mandate and Policies and Procedures (P&P) as developed by the Board of Directors.
- In conjunction with the Board, update the Constitution and the P&P manual as needed.

Strategic Planning

- Implement new programs as agency evolves to respond to needs of the community.
- Explore new fund raising ideas to increase revenue (including funding source searches).

Relations with External Organizations

- ED is the NRFS public representative and responsible for networking - Attend speaking engagements and fund raisers and maintain relationships with our local funders (i.e. local town council, churches, etc.). This is primarily the responsibility of the ED but could be shared with Board members or other staff.
- Prepare grant request to local governments (including Swisha).
- Maintain effective working relationships with other referring agencies (police department, DRDH, Phoenix Centre etc).

Management of Staff

- Conduct an annual review of employee performance and ensure all necessary paperwork is complete.
- Foster a supportive relationship with staff and volunteers - Have regular meetings to resolve issues as they arise and promote a safe, respectful and healthy work environment.
- Exercise managerial skills skilfully - Provide concise expectations for OM to complete tasks and duties as delegated by the ED and as outlined in OM job description.
- Maintain a time-sheet of vacation time and time spent away from office – Obtain prior approval for absences unrelated to NRFS operations.
- During the hiring process the ED will provide a written evaluation to the Board of an applicant's hiring status. An offer to hire will be made with Board approval. ED will telephone all unsuccessful applicants.
- Conduct an exit interview (Board member to attend) when a permanent employee terminates.

Client Relations

- Responsible for Client confidentiality - Client files should be treated as outlined in Policy & Procedures manual.
- Ensure fair workload distribution among Counsellors - Promote use of Walk-in-Clinic.
- Maintain client data base.

North Renfrew Family Services Incorporated: Policy and Procedure Manual

Relationship with Board of Directors

- Attend Board meetings, report on significant events, and submit spreadsheet updated monthly on client statistics, and staff attendance reports (ED, OM, Counsellor; including time spent at meetings or professional development, vacation time taken, banked time taken, etc.).
- Inform Board Chair(s) immediately of sudden changes that significantly affect our relationships with our clients (e.g. insurance cancellation, threat of losing financial support from major funders, staffing issues, etc.).
- Respond to Board requests in a timely manner.

Certification

I certify that I have read, understand and accept the responsibilities assigned to this position.

Employee Name

Employee Signature

Date

I certify that this job description is an accurate description of the responsibilities assigned to this position.

Board Chair Name

Board Chair Signature

Date

I approve the delegation of responsibilities outlined herein within the context of the attached organizational structure.

Board Chair Signature Date

Board Member Signature Date

APPENDIX 7: JOB DESCRIPTION - COUNSELLOR

Job Title	Counsellor
Reports to	Executive Director*

* when the Executive Director also holds a Counsellor position, he/she reports to the Board Chair

- To be client and community focused.
- To advocate and provide support to clients to foster their resilience capacity and coping mechanisms in order to improve their daily lives and experiences.
- To demonstrate initiative and the ability to prioritize and manage crisis situations.
- To work with a wide variety of presenting symptoms, e.g. abuse, violence, mental health, basic needs, addictions, grief.
- To make home visits at counsellor's discretion.
- To work collaboratively with other agencies and services.
- To participate in Proposal writing as needed.
- To be available for public speaking , public education and networking.
- To demonstrate the capacity to relate, communicate, build and maintain professional helping relationships.

JOB REQUIREMENTS

- MSW/BSW
- Class G Driver's licence
- On-going training
- Organizational, planning, written and oral communication skill set
- Statistical reporting to Board and funders
- Participation on related committees

2015 January

APPENDIX 8: ONE YEAR TERM EMPLOYMENT AGREEMENT

Between _____ and North Renfrew Family Services Inc. (NORTH RENFREW FAMILY SERVICES)

North Renfrew Family Services agrees to an employee for a one year term as a counsellor commencing _____.

Days or hours of work may be altered at any time in order to meet financial or service demands placed upon the Agency.

A work-week will be three days (18 hours) for 52 weeks. Lunchtime is unpaid. The actual days and hours worked will be determined by the Executive Director.

The hourly rate of pay will be \$_____/hr. which will be paid twice a month in 24 equal amounts.

4% vacation pay will be paid on the first pay in December. Benefits and payment of statutory holidays are as per The Employment Standards Act

Contract renewal shall be at the sole discretion of NORTH RENFREW FAMILY SERVICES, subject to acceptance of below named employee. Notice of renewal will be discussed 30 days in advance of the current contract expiring.

Either party may terminate the contract with two weeks' advance notice.

The employee agrees to protect the interest of NORTH RENFREW FAMILY SERVICES and of its clients at all times. The employee agrees not to divulge any information or confidential matters concerning clients, fellow staff or the Agency that may come to her attention through verbal, written or electronic sources in the course of her duties.

I, _____ acknowledge receipt of the above.

Executive Director

Witness

Date

APPENDIX 10: VOLUNTEER REGISTRATION

Last Name: _____	First Name: _____
Address: _____	
Home Telephone: _____	Business Telephone: _____
E-mail: _____	

References:							
1)	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Name _____</td> <td style="width: 40%;">Relationship _____</td> </tr> <tr> <td colspan="2">_____</td> </tr> <tr> <td>Address _____</td> <td>Phone Number _____</td> </tr> </table>	Name _____	Relationship _____	_____		Address _____	Phone Number _____
Name _____	Relationship _____						

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Name _____	Relationship/Affiliation _____						

Address _____	Phone Number _____						

I authorize North Renfrew Family Services Inc. (NRFS) to contact any of the above references.

I will provide a photocopy of my driver's licence and automobile insurance to be kept on file with NRFS.

Note: NRFS requires a clear criminal/driving/vulnerable persons record provided free of charge by the Deep River Police Services as our standard procedure.

 Volunteer's signature Date

APPENDIX 11: ACKNOWLEDGEMENT OF FAMILIARITY WITH P&P MANUAL

This is to certify that I have read the parts of the Personnel Policy and Procedure Manual relative to my position as Board Member, volunteer, full time employee, part time employee or contract worker. •

(Name - please print)

(Signature)

(Date)

APPENDIX 12: CONFIDENTIALITY AGREEMENT

As a Board member, committee member, service volunteer or staff member, I understand that I will be privileged to information concerning clients, their families and operation of the North Renfrew Family Services Inc. I understand that much of this information is private and confidential and I agree to treat all such information as confidential.

I agree not to disclose information shared with me through community involvement, without receiving the consent of the client and approval by the Chair and the Executive Director. I understand that this includes not disclosing information to relatives, friends and in most instances to members of my own family.

(Name - please print)

(Signature)

(Date)