

Manual of Policies & Practice

Draft developed by: Policies and By-Laws Committee of the ASAAP Board

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A. ASAAP MISSION, VISION, VALUES & PRINCIPLES

VISION:

Our vision is of a world where communities of South Asian heritage come together to determine their health and well-being, free from stigma and discrimination.

MISSION STATEMENT

ASAAP is committed to providing culturally responsive holistic health promotion and support services for people from South Asian and other related communities who are living with, at risk of, or affected by HIV and related health conditions.

VALUES AND PRINCIPLES:

1. We are committed to creating and sustaining safer spaces for those we serve.
2. We work within an anti-oppression framework to promote social justice and equity.
3. We work from a client-centered perspective and recognize the social, economic and cultural factors that determine individual health.
4. We adopt a holistic view of health that includes mind, body, spirit and relationship to community.
5. We respect the confidentiality and privacy of the people engaged with us.
6. We strive to be transparent and accountable to all our stakeholders.
7. We work to maintain sex-positive, queer-positive and trans-inclusive environments.
8. We are committed to the Greater and Meaningful Involvement of People living with HIV/AIDS (GIPA/MEPA) in all aspects of our work.
9. We are committed to increasing representation and access for underserved populations including women, youth, Trans, gender non-conforming and non-binary people.

B. POLICY DEFINITION & SUMMARY

Policies refer to the practices by which an organization guides its internal and external work. These policies and practices are meant to ensure that ASAAP's functioning is aligned with current legislation and to foster continuous improvement, good conduct and promote quality performance among staff, Board members and volunteers.

The policies and practices outlined in this document aims to offer standard mechanisms for staff, Board Members and volunteers to conduct their work. This document and its practices remain organic with planned processes for review to ensure that ASAAP effectively responds to changing environments.

There is an expectation that all those concerned follow the policies and practices outlined in this document. Failure to do so can result in consequences which will depend on the person involved, the nature of the situation, and, the resulting costs. Consequences may include reminders, verbal and/or written or disciplinary actions in accordance with the Collective Agreement.

How and when to use this document:

The information contained can be used to guide actions and conduct at any time. Once finalized, the manual will be used as part of staff orientation and will be available at each workstation for ongoing reference and guidance.

Review Process

All policies will be reviewed by the Policies and By-Laws Committee from the Board of Directors on a yearly basis. Exceptions can be made for policies which might need immediate review in case of change in legislation or circumstances.

C. CONFIDENTIALITY

Definition:

All staff, Board members, volunteers and those involved in ASAAP business are required to sign an Oath of Confidentiality. This agreement is binding and directs which information is private and not to be divulged, the consequences of not adhering to this agreement, and, the reasons why confidentiality is so critical for the organization.

The Oath of confidentiality is the same for staff, Board members and volunteers and an altered version is available for people whose involvement with ASAAP is more short-term or casual.

A copy of the agreement is available as Appendix 1.

1. Media Releases:

In keeping with confidentiality and privacy considerations, any staff, Board members, volunteers or those involved with ASAAP events and/or activities are provided the option of signing a media release form which enables us to secure proper permissions to share photos or videos publically.

It should be noted that as ASAAP is a public serving organization, staff and Board members may not always be accorded the option to maintain confidentiality regarding their involvement with the organization. However, where possible, volunteers, donors and/or other stakeholders are provided with options to render the nature of their involvement with ASAAP public.

At events, staff and/or volunteers request that those who are comfortable being photographed are identified so we are cognizant of our community's privacy preferences.

D. CONFLICT OF INTEREST

Definition:

A conflict of interest occurs when someone has a personal interest, or incurs an obligation, in a client/organization transaction or professional activity, which is in substantial conflict with the proper discharge of duties and responsibilities at ASAAP, the best interest of ASAAP, and/or, affects the integrity and confidence in ASAAP.

All staff, Board members and volunteers have a responsibility to promote behaviors that support the mission, vision, and values of ASAAP. The following is intended to provide guidance in order that the vast majority of perceived, potential or actual conflicts of interest / commitment are recognized and either avoided or dealt with fairly and expeditiously through appropriate disclosure and management. This policy aims to clarify ASAAP's expectations in situations, which cause, or could potentially cause, a conflict of interest.

How to deal with a conflict of interest:

- a. Staff, Board members and volunteers should not engage in any activity which creates for that individual, a conflict of interest. Where there is doubt about a particular set of circumstances, they should discuss the situation with the Executive Director or designate prior to engaging in the activity under question.
- b. If the Executive Director is unsure of whether or not they are in a conflict of interest position, they should discuss it with the Board Chair, Committee Chair, Executive Committee or entire Board. The Executive Director, in consultation with the Board, will determine if a conflict exists or the appearance of a conflict exists.
- c. Once a conflict of interest is disclosed, the Executive Director or designate and staff member will agree on a course of action to monitor or avoid the conflict. The agreement will be in writing depending on the nature of the conflict and where possible.
- d. In certain circumstances, the individual who has a potential conflict of interest must abstain from participation in any discussion on the matter; shall not attempt to personally influence the outcome; and, shall refrain from discussing the matter with anyone other than the Executive Director.
- e. The disclosure and decision as to whether a conflict exists shall be duly recorded by the Executive Director. If a potential conflict of interest exists at the Board level then it shall be recorded in the minutes of the meeting. The individual may be required to leave the meeting.

Examples of Conflict of Interest:

The following examples are provided in order to illustrate situations that are usually considered as a conflict of interest or the appearance of a conflict of interest. This is not an exhaustive list.

- a. Taking advantage of a professional relationship with any client in any manner which may result in the personal gain for the employee or their family / friends.
- b. Entering into a business contract with an organization in which the employee, a member of his/her immediate family, or an individual with whom the employee has a close personal relationship, has a personal interest.
- c. Purchasing or influencing the purchase of equipment or material for ASAAP from a company in which the employee, a member of his/her immediate family, or an individual with whom the employee has a close personal relationship, has a personal interest.
- d. Accepting significant gifts or special favors for personal gain from external organizations (with which ASAAP does business) with the exception of minor gifts or token courtesies (under \$20.00).
- e. Accepting significant gifts or special favors for personal gain from clients or potential clients with the intent of receiving enhanced care or access to programs/services.
- f. Presenting work as one's own while failing to credit work of others.
- g. Gaining unauthorized access to privileged or confidential information such as client records, acquired as a result of the employee's position.
- h. Undertaking external consulting, professional or other activities which, by virtue of their time commitment, prevent the employee from fulfilling his/her obligations to ASAAP.

Examples of Conflict of Interest involving a Board Member:

- a. Any circumstance that may result in a personal or financial benefit to a director, their family, business associate or friend. This includes but is not limited to:
 - i. Accepting any payment for services rendered to the agency, including contracted work or honorarium.
 - ii. Accessing financial or other resources for personal use i.e. transportation, training costs, supplies, equipment etc.
- b. Personal interests which conflict with the interests of clients or are otherwise against the interests of the agency.
- c. Seeking, accepting or receiving any personal benefit from a supplier, vendor, or any individual or organization doing or seeking business with the agency.
- d. Being a member of the board or staff of another organization which might have material interests that conflict with the interests of the agency or its clients; and dealing with matters on one Board which might materially affect the other Board.
- e. Any involvement in the hiring, supervision, grievance, evaluation, promotion, remuneration

or firing of a family member, business associate or friend of the director.

- f. Individuals who serve as directors on the same Board with family members or others, with whom they have a personal or business relationship.



E. WORKPLACE SAFETY & CULTURE

This set of policies includes those that influence or determine the nature of the ASAAP workplace, environment and/or culture. The following are included:

1. Anti-Oppression, Access and Equity Policy
2. Workplace Violence Prevention Policy
3. Sexual and Gender-Based Misconduct Policy
4. Grievance and Incident Reporting Policy
5. Accessibility Service Policy
6. Occupational Health and Safety Policy

1. Anti-Oppression, Access and Equity Policy

ASAAP is committed to upholding the principles of anti-oppression, anti-discrimination, access and equity in its work. This is reflected in our programs and the community spaces created to further our mandate. ASAAP conducts its work under a Social Determinants of Health model recognizing that inequities, discrimination and power imbalances that may restrict individual access to information, support and/or service.

As an employer and service provider an important part of ASAAP's work involves efforts to dismantle systems of oppression that affect the health of the communities we serve.

Staff, Board members and volunteers at ASAAP are held to a commitment to anti-discrimination and anti-oppression based on the following, non-exhaustive list of factors:

| | | |
|---|---|---|
| <ul style="list-style-type: none">▪ Age▪ Ancestry▪ Citizenship▪ Criminal record▪ Disability▪ Education▪ Ethnicity | <ul style="list-style-type: none">▪ Gender▪ HIV status▪ Immigration status▪ Language▪ Place of origin or place of birth▪ Political affiliation | <ul style="list-style-type: none">▪ Race▪ Religion▪ Sexual orientation▪ Sex and identity▪ Socio-economic status |
|---|---|---|

Discrimination undermines working relationships, violates human rights, causes low staff and/or agency morale, stress related illness, disengagement with services or high staff/board turnover.

ASAAP aims to:

- a. Better serve communities, clients, staff, Board and volunteers
- b. Enable equity seeking groups to engage in all levels of the organization
- c. Greater representation of diverse populations and equity seeking groups on staff, Board, volunteer groups, advisory committees and working groups
- d. Increase the South Asian communities' access to services such as health promotion, HIV prevention information, support for LGBTQ communities and People Living with HIV
- e. Maintain a safe and respectful work environment for all clients, staff, Board and volunteers

ASAAP commits to the following:

- a. Ongoing anti-discrimination/anti-oppression, access and equity education for staff, Board members and volunteers
- b. Ensuring that all new staff, Board members and volunteers are oriented on existing and related policies
- c. Developing and promoting culturally appropriate and equitable services in partnership with other community-based organizations to South Asian communities
- d. Strong representation throughout the organization of South Asians:
 - i. Living with HIV/AIDS
 - ii. From multiple sexual minority groups

- iii. From diverse socio-economic levels
- iv. Who speak various South Asian languages
- v. Have origins with varying source countries and diasporas
- e. Responding to incidents of discrimination and complaints in compliance with ASAAP's Grievance and Incident Reporting Policy
- f. Ensuring that complaints and incidents are handled confidentially and safely for those involved
- g. Developing promotional material that is non-discriminatory, anti-oppressive and culturally appropriate
- h. Complying with the Ontario Human Rights Code and other relevant legislation

2. Workplace Violence Prevention Policy

ASAAP is committed to providing a work environment that respects and protects the rights of staff, clients, members, service users, and volunteers as guaranteed by The Canadian Charter of Rights and Freedoms, The Ontario Human Rights Code, The Criminal Code of Canada and other legislations that protect the rights of all individuals.

ASAAP aims to be proactive in preventing, recognizing and addressing violence and aggression in the workplace. ASAAP recognizes that violence and aggression can be committed by employees, clients, Board Members, service users, volunteers or the public. For purposes of this policy, the term “worker” refers to staff, Board Members, volunteers and students who are working with ASAAP.

1. Purpose:

- a. To recognize and define workplace violence as means of control and/or abuse of power
- b. To ensure the dignity, respect and safety of each individual through prevention of violence
- c. To provide a process for recognizing and reporting all abusive, violent and aggressive actions encountered in the workplace or any place ASAAP provides services
- d. To provide a procedure for reporting abuse, violence and aggression to the appropriate external agencies and authorities as required

2. Roles and Responsibilities:

Executive Director and/or Immediate Supervisor, Manager:

- a. To ensure that every worker is aware of their rights and responsibilities under this policy
- b. To identify which positions/type of work require vulnerable sector screening or criminal background checks and, ensuring that those individuals are screened prior to their first day of work, in order to minimize the risk of violence
- c. To ensure appropriate training for all workers in the methods of prevention, recognition and addressing all types of abuse, violence and aggression, including but not limited to physical, verbal, mental and financial abuse
- d. For investigating all complaints
- e. To alert workers who may be impacted by potentially volatile or violent persons and other hazardous situations that could put them at risk for violence, abuse or aggression

Staff, Volunteers and Students

- a. To report all incidents of abuse, violence and aggression to their immediate supervisor/manager or the Executive Director. Any time that there is the potential for abuse, violence or aggression or, if a situation or work activity appears unsafe, it is to be reported to the supervisor/manager or the Executive Director.
- b. For ensuring that false or misleading allegations of violence, abuse or aggression are discouraged and not reported.

- c. The employees who participate on the Joint Health & Safety Committee (or Representatives) are responsible for tracking and trending reported incidents along with making recommendations for prevention initiatives.

3. General Policy Guidelines

- a. ASAAP workers shall at all times behave in a manner that is professional, courteous and respectful and must not act in ways that would threaten, coerce, harass or intimidate another individual
- b. In accordance with this policy, every worker is entitled to protection from abuse, violence and aggression, and, if subjected to abuse, violence or aggression in the workplace, each person has the right to immediate protection and support
- c. Every individual is allowed to make a complaint without fear of reprisal
- d. Every individual who is alleged to have committed an act of abuse, violence or aggression is presumed innocent until an investigation proves otherwise

4. Duty to Warn:

- a. ASAAP workers must be warned about persons who are known to present a risk of violence (based on a past history of violence).
- b. Persons working with individuals who are known to be potentially violent will be informed of this (in advance) through client profiles, orientation processes and formal meetings with management.

5. Reporting & Investigating:

- a. All allegations of violence, abuse or aggression shall be investigated immediately and documented by the Executive Director (or designate) within 48 hours of the report.
- b. In cases where the Executive Director is the subject of such allegations, the individual(s) making the complaint should report the allegation/incident directly to Chair of the Board of Directors. If a Board member is the subject of such allegations then the individual should report to the Executive Director.
- c. All allegations of violence or aggression will be thoroughly investigated and documented in order to determine whether or not external authorities should be contacted.
- d. Should an ASAAP employee or volunteer witness an incident of abuse/violence/aggression while providing services, an incident report must be filed immediately with the Executive Director or designate.
- e. ASAAP employees and volunteers are to report all violence-related incidents or hazards to their supervisor or the Executive Director. This report can be made confidentially, at the person's request, with the exception of when there is a need to ensure the safety of others and prevention of recurrence.
- f. Investigation of alleged violence, abuse or aggression shall be undertaken in a manner that is sensitive to the confidentiality of the person who has reported the allegation or a person who is alleged to have committed a violent or aggressive act. In the event of a violation of the

Criminal Code, ASAAP may also advise the complainant to notify the police or appropriate authorities.

6. Disciplinary Action:

- a. The Executive Director or designate will suspend, with pay, an employee who is alleged to have committed violence or abuse, pending an outcome of an internal investigation. If a client is involved, alternate service provision will be arranged.
- b. Disclosure of any details of the situation to anyone not appropriately directly involved, either during or after the investigation, will result in disciplinary action.
- c. An employee or volunteer who falsely alleges abuse/violence/aggression will be subject to disciplinary action.
- d. A client who falsely alleges abuse/violence/aggression will be subject to a review of their service agreement and appropriate action taken which may include a written warning up to and including refusal of service.

7. Domestic Violence:

- a. ASAAP will endeavour to deal with disclosures of domestic violence by workers with as much confidentiality as is possible. However, attempts to preserve confidentiality will not be allowed to supersede ASAAP's responsibility to warn employees of the risk of violence when, providing such warning is warranted.
- b. Employees are required to report to the Executive Director, any concerns they have about domestic violence involving themselves or a co-worker, which has the potential to affect the workplace.
- c. ASAAP will take all reasonable steps necessary to keep employees safe from domestic violence when they are on duty (when ASAAP becomes aware that an employee is at risk of domestic violence).

8. Education:

- a. Workers are to receive education and training with respect to this policy and any related prevention protocols prior to commencement of regular duties, during their new hire orientation and/or when there is a change in jobs such as a transfer or promotion.
- b. Each worker is required to understand the potential risks and prevention protocols that are associated with their respective jobs.
- c. Workers are to be notified immediately of any incidents or changes that could increase the risk for potential violence and, are to receive education and support that will reduce or remove the risk.

3. Sexual and Gender-Based Misconduct Policy

Gender-based discrimination and harassment

ASAAP is committed to providing an environment free from gender-based discrimination and harassment. As such, ASAAP does not tolerate any kind of gender-based discrimination or harassment, which includes sexual assault, sexual harassment, and gender-based harassment and transphobia.

We recognize that gender-based harassment particularly affects women and trans people.

Gender-based misconduct can include but is not limited to:

- a. Demanding hugs
- b. Making unnecessary physical contact, including unwanted touching, etc.
- c. Using language that puts someone down and/or comments toward women (or men, in some cases), sex-specific derogatory names
- d. Leering or inappropriate staring
- e. Making gender-related comments about someone's physical characteristics or mannerisms
- f. Making comments or treating someone badly because they don't conform with sex-role stereotypes
- g. Showing or sending pornography, sexual pictures or cartoons, sexually explicit graffiti, or other sexual images (including online) sexual jokes, including passing around written sexual jokes (for example, by e-mail)
- h. Rough and vulgar humor or language related to gender
- i. Using sexual or gender-related comment or conduct to bully someone
- j. Spreading sexual rumors (including online)
- k. Making suggestive or offensive comments or hints about members of a specific gender
- l. Making sexual propositions
- m. Verbally abusing, threatening or taunting someone based on gender
- n. Bragging about sexual prowess
- o. Demanding dates or sexual favors
- p. Asking questions or talking about sexual activities
- q. Making an employee dress in a sexualized or gender-specific way
- r. Acting in a paternalistic way that someone thinks undermines their status or position of responsibility
- s. Making threats to penalize or otherwise punish a person who refuses to comply with sexual advances (known as reprisal).

Sexual harassment can involve:

- a. Intrusive or offensive questions or comments about a trans person's sex characteristics, sexual identity, romantic relationships or sexual activity, or sexual orientation
- b. Jokes that objectify a trans or gender non-conforming person in a sexual way including those circulated by email or social media
- c. Displaying or circulating pornography, sexual pictures or cartoons, sexually explicit graffiti, or other sexual images about trans people including through the Internet

- d. Leering or inappropriate staring
- e. Threats, unwelcome touching, violence and sexual assault

Transphobia

ASAAP recognizes that Trans people routinely experience discrimination, harassment and violence because their gender identity or gender expression is different from their birth-assigned sex.

Under the Ontario *Human Rights Code* people are protected from discrimination and harassment because of gender identity and gender expression in employment, housing, facilities and services, contracts, and membership in unions, trade or professional associations.

When a transgender person experiences discrimination based on gender identity and gender expression, they are experiencing transphobia. ASAAP is committed to fighting transphobia by ensuring that the organization and programming is inclusive of transgender people through structure, facilitation, content and advertising.

Transphobia can involve:

- a. Derogatory language toward trans people or trans communities
- b. Insults, comments that ridicule, humiliate or demean people because of their gender identity or expression
- c. Behaviour that “polices and or reinforces traditional heterosexual gender norms”
- d. Refusing to refer to a person by their self-identified name and proper personal pronoun
- e. Comments or conduct relating to a perception that a person is not conforming with gender-role stereotypes
- f. Jokes related to a person’s gender identity or expression including those circulated in writing or by email or social media
- g. Spreading rumours about a person’s gender identity or expression in person or online
- h. “Outing” or threatening to “out” someone as trans
- i. Intrusive comments, questions or insults about a person’s body, physical characteristics, gender-related medical procedures, clothing, mannerisms, or other forms of gender expression
- j. Other threats, unwelcome touching, violence and physical assault.

Reporting discrimination and harassment:

Staff, Board members, volunteers, clients and/or others participating with ASAAP activities who believe they have been subjected to gender-based discrimination or harassment, including gender identity and/or gender expression-based discrimination, are encouraged to report these incidents in accordance with the procedure outlined by the *Workplace Violence Prevention Policy*. Upon receiving a report, ASAAP will respond promptly, equitably, and thoroughly in accordance with existing policy. In addition, steps will be taken to prevent the recurrence of discrimination or harassment and correct its effects, if and when appropriate.

4. Grievance and Incident Reporting Policy

ASAAP is committed to creating safe spaces for employees, volunteers, and service users and does not tolerate any behaviour and practices that violate the Ontario Human Rights Code. As such, ASAAP has developed a comprehensive grievance and incident reporting process to empower employees, volunteers and service users to address any such violations and maintain a safe and inclusive environment for all.

Purpose of the Grievance and Incident Reporting Policy

To outline specific steps in the process of filing a grievance and creating effective resolutions for the grievance.

Procedure:

Step 1 – Informal Resolution

Wherever possible, individuals wishing to file a complaint are to take the following actions: Inform the person who the complaint is regarding and identify the concern and request a conversation to resolve the issue at hand. All are asked to keep records of the conversation, including the time, location, individuals present and other details. At this stage, a formal complaint has not been filed.

Step 2 – Formal Resolution

If necessary, individuals should consult with an internal advisor (either the Executive Director or the union representative) for assistance resolving the complaint. Advisors can assist by outlining options for remedy, assist in the implementation of a remedy and assist in the documentation of a complaint for investigation. Where attempts to achieve an informal resolution of the problem are unsuccessful or where the individual feels unable to bring the matter directly to the attention of the alleged respondent, a formal complaint may be filed. If the complaint is concerned about the conduct of an employee, a Board Member, a student or a volunteer, they shall promptly make an oral or written complaint to the Executive Director. A written statement of complaint must follow an oral complaint. If the complainant is the Executive Director, then they shall promptly make a written complaint to the Chair of the Board of Directors.

- If the complaint is against the Executive Director, Step 5 applies.
- If the complainant is against a Board Member, Step 6 applies.
- If the complaint is first raised with a supervisor (where one exists), then the supervisor shall notify the Executive Director immediately.

The Executive Director shall promptly interview the complainant to document the details of the complaint, what remedy the complainant is seeking and how they wish to proceed. The Executive Director shall then interview the respondent to document his or her perspective of the events and ascertain what process under this policy they wish to pursue. The respondent shall be provided with a copy of the policy, the complaint and be given an opportunity to respond in writing. The Executive Director may delegate these interviews to the supervisor.

Step 3 – Formal Resolution through Mediation

If the Executive Director and the parties consider the mediation is appropriate, the Executive Director, or designate, shall ascertain whether the parties prefer an internal or an external mediation process. If they do not agree, then the mediation will be external. Mediation can be arranged prior to or during an investigation.

Step 4 – Formal Resolution through Investigation

If the Executive Director decides that mediation is not appropriate, or, if mediation did not result in a satisfactory resolution, then an investigation of the complaint may be conducted. The investigation may be conducted by the ED or by an external investigator.

If the Executive Director conducts the investigation, they shall do so promptly and decide whether or not the complaint is upheld or dismissed and shall implement what remedy or discipline they consider appropriate in the circumstances. If the Executive Director considers termination appropriate, they shall make that recommendation to the Board.

A complaint made in bad faith is one that has absolutely no basis and is deliberately and maliciously filed. In the rare event that the mechanisms in this policy are abused, discipline may be imposed.

Step 5 – Complaints against the Executive Director

Where the complaint involves the conduct of the Executive Director, the concerned individual shall immediately report the incident to the Chair of the Board. The Board Chair shall assume the responsibilities of the Executive Director listed in Step 4. The procedures and timelines apply to complaints against the ED as outlined in Step 4.

Step 6 – Complaints against a Board Member

Where the complaint involves the conduct of a Board member, the complainant shall immediately report the incident to the Executive Director. The Board member shall not participate in discussions relating to the complaint, except as a respondent under this policy. The Board of Directors (or the Executive Committee) shall assume the responsibilities and adhere to the timelines in Step 4 that are conducted by the Executive Director.

5. Accessibility Service Policy

The Accessibility Service Policy guides the means and processes in which ASAAP ensures that equitable and accessible services are provided to people with disabilities in a way that respects dignity and independence.

Definitions:

Accessibility is defined as the degree to which an organization and its services can be accessed easily by all individuals, including those who have visible and invisible disabilities. An accessible organization identifies and removes barriers into access of their services, communication and physical environments.

ASAAP is committed to the following:

1. Communication:

We will communicate with people with disabilities in ways that take into account varying accommodations and will train staff on how to interact and communicate with people with various types of disabilities.

- **Telephone services:** We will train staff to communicate with individuals over the telephone in clear and plain language and to speak clearly. We will offer to communicate with individuals by e-mail, relay services and/or written information if telephone communication is not suitable to their communication needs or is not available.
- **Written information:** We are committed to providing fully accessible written material to individuals who access ASAAP's service, programs and public events. Written material will be provided in clear print or staff will read the material upon request. Information posted on ASAAP's web site will be provided with accessibility features.
- **Assistive devices:** We will ensure that our staff are trained and familiar with various assistive devices that may be used by individuals with disabilities while accessing our services.
- **Use of service animals:** We welcome people with disabilities who are accompanied by a service animal on our premises or other facility used for events or education that are open to clients and the public. We will also ensure that all staff, volunteers and others dealing with clients and the public are properly trained in how to interact with people with disabilities who are accompanied by a service animal.
- **Use of support persons:** All buildings, events, educational sessions and care environment will be open to persons with a disability and their support person. ASAAP recognizes that support persons are integral members of the person with a disability's support network and that they may take on a variety of roles and activities in the person's life. Support persons who accompany individuals at ASAAP's client care spaces or community programs must sign a confidentiality agreement before access is granted.

- Notice of temporary disruption: ASAAP will provide individuals with notice in the event of a planned or unexpected disruption in the facilities or services usually used by people with disabilities. This notice will include information about the reason for the disruption, its anticipated duration, and a description of alternative facilities or services, if available. The notice will be posted in the reception area of our office and on our web site.

2. Training for staff

ASAAP will provide training to all staff and those who are involved in the development and approvals of service policies, practices and procedures. All volunteer training will include a handout and question period during ASAAP's Core Skills Training and all Board members will be provided training during orientation.

- Training in these circumstances will include the following topics:
 - a. An overview of the *Accessibility for Ontarians with Disabilities Act, 2005* and the requirements of the customer service standard
 - b. How to interact and communicate with people with various types of disabilities
 - c. How to interact and communicate with people with disabilities who use an assistive device or require the assistance of a service animal or a support person
 - d. What to do if a person with a disability is experiencing difficulty accessing services
 - e. ASAAP's policies, practices and procedures relating to the customer service standards

Staff, volunteers and Board members will also be trained on an ongoing basis when changes are made to these policies, practices and procedures.

3. Feedback process

ASAAP aims to meet and surpass expectations while serving individuals with disabilities. Comments on our services regarding how well those expectations are being met are welcome and appreciated.

Feedback regarding services to people with disabilities can be made by:

- Mail to our address: 120 Carlton Street, Suite 315, Toronto, ON, M5A 4K3
- E-mail at info@asaap.ca
- Suggestion Box at the main reception in our office
- Feedback form on the ASAAP web site
- Verbally by contacting the Executive Director at 416.599.2727 ext. 224

Individuals can expect to hear back in 10 working days.

6. Occupational Health and Safety Policy

ASAAP is committed to providing a safe, healthy and comfortable work environment for all stakeholders including staff, clients, Board members and volunteers. Well defined health and safety practice is an integral part of any working environment. It is the organization's goal to reduce possibilities of risk, injury and illness.

The Executive Director is responsible for ensuring that this policy is implemented fully, and will be responsible for responding to all workplace related health and safety incidents. All staff, Board members and volunteer operating in the ASAAP work space are expected to follow the requirements and practises outlined here. Training and resources required to ensure health and safety compliance will be made available.

1. Staff Responsibilities

The Occupational Health & Safety Act (OHSA) places obligations on employees to take care of their own health, and the health and safety of others who may be affected by their acts or omissions at the workplace. Staff are also expected to participate in the implementation, maintenance and ongoing revision of the OHSA policy to ensure that their workplace is always secure. Any information, instruction and ongoing supervision on likely hazards and stresses of the job will be provided.

All staff are expected to:

- Practice safe work habits, including taking care of one's physical and mental health
- Report unsafe working conditions or equipment to the Executive Director
- Keep their immediate work area in a safe and orderly condition
- Immediately report any hazards or dangers to the Executive Director. This is not limited to only physical hazards or dangers but may also include psychological and/or mental hazards, such as feeling unsafe in a particular outreach environment or needing personal time off.
- Immediately report any injury incidents to the Executive Director by completing and submitting an Incident Report.

2. Smoke and Scent Free Workplace

In consideration of possible health concerns or allergic reactions of individuals working or visiting ASAAP, the ASAAP office is a smoke-free and a scent-free workplace.

3. First Aid

In accordance with OHSA, every organization is required to provide first aid assistance to staff who may sustain an injury while on ASAAP premises. To meet this requirement, ASAAP, as far as is reasonably practicable, will provide the following:

- Staff will maintain certification in First Aid/CPR; names of trained staff members will be provided to all staff

- First aid supplies; currently placed in the kitchen cabinet
- Emergency/evacuation procedures

F. COMMUNICATIONS

This set of policies includes those that influence or determine the nature of the ASAAP's internal and external communications. The following are included:

1. Communication Policies and Practice
2. Social Media Policy
3. Policy on Political Activities

1. Communications Policies and Procedures

Purpose:

The following document is meant to guide the ways in which ASAAP staff, Board members and volunteers communicate about our work with internal and external stakeholders.

1. Internal Communications:

Definition: Internal Communication is the process or processes of facilitating connections and conversations within an organization. This may take place between directors, managers, employees or Board members; at times internal or also include peer-to-peer.

Sound internal communications enables all members of the organization to stay informed about important knowledge that can improve collaboration and performance.

Internal communications is also reflected in external interactions an organization can have and can affect reputation and credibility.

At ASAAP, the following tools/practice are used to facilitate internal communications:

- a) Shared calendars, emails and document drive
 - b) Staff meetings
 - c) Training and shared resources
 - d) Verbal communication in the office
- a. Email, shared calendars and document drive:
- All staff at ASAAP will have access to an organizational email account with Microsoft Outlook which serves as their professional work account associated with their position at the organization. Staff are expected to use this email primarily for professional purposes.
 - All staff are also expected to use the outlook shared calendar functionality to internally publicise their schedules and coordinated staffing in the office with their colleagues. Current practice requires staff to organize their schedules for each week on the preceding Thursday and ensure that a minimum of four (4) staff are in the office at all times.
 - Changes made to the shared calendar mid-week must be communicated with all concerned staff via email outlining who is expected to be in the office.
 - Information on shared calendars about staff schedules are only to be shared with external stakeholders when the said staff member will not be in the office for that day; whenever possible callers will be transferred to voicemail to avoid confusion or missed information lost in transition

- All staff will be able to share common resources or documents on a shared drive labelled the G-drive. Project specific folders will have restricted access however, common folders may house templates, administrative forms or educational resources

b. Staff meetings

- All staff meetings at ASAAP are generally held every second Thursday and staff are expected to attend unless unavoidable conflicts arise in schedules
- Staff meetings are chaired on rotating basis
- Current format for staff meetings include the following:
 - Individual project updates to share high level information as necessary
 - Agency wide discussion topics that can be raised by anyone on staff. All are encouraged to participate as part of group discussion and stay informed about matters relevant to the organization
 - Staff representing ASAAP on various committees, networks and/or working groups are to present updates on behalf of partners

c. Training and shared resources

- All staff are expected to share training opportunities and resources developed through the course of their work or from their networks with colleagues. These can be shared through email, in person at staff meetings or in program specific meetings
- Shared resources may also be included in the ASAAP library, ‘Between the Lines’
- It is considered good practice to acknowledge each other’s efforts to share resources and/or opportunities in discussion or through applying such tools or training in our collective work

d. Verbal communication in the office

- Internal communication also includes the everyday conversations, discussions and small group meetings held in the office space and/or at ASAAP events
- Staff, Board Members and volunteers are expected to maintain a professional manner in such interactions and treat each other with consistent and respectful conduct

2. General Communications:

Definition: General communication refers to the practices adopted by staff, Board members and volunteers with respect to both internal and external stakeholders.

Below are some general communication practices in place at the operational level:

- a) Email signatures
- b) Voicemail greetings
- c) Out of office messages
- d) Response times and requests for information
- e) Requests for reference letters
- f) Requests for logos and branding elements for external signage

a. Email signatures

- All staff use the same email signature template developed by the Communications Coordinator for consistency. Staff are expected to include the confidentiality notice at the bottom and include any special notices or links in the signature as necessary

b. Voicemail greetings

- Staff are to ensure that their voicemail greeting on their office phone is up-to-date and reflective of any changes in their schedule.
- Full-time staff should alter their voicemail while out of the office for two (2) or more consecutive days.
- Part-time staff should include their regular hours and days in the office in their greeting

c. Out of office messages

- Staff are expected to include out-of-messages on their voicemail and email if out of the office for two (2) or more consecutive days for full-time staff and as per need for part-time staff
- Out-of-messages should include:
 - The timeframe for which staff will be away
 - The return date where people may expect a response and,
 - An alternate contact to be used if someone needs to get in touch right away

d. Response times and requests for information

- ASAP staff and Board Members are expected to respond to requests for general or specific information in a timely manner
- Full time staff are expected to respond to email within three (3) days while part time staff are expected to respond within the week of receiving an email
- Full time staff are expected to respond to voicemail by the next day while part time staff are expected to respond when next in the office next

- Requests for information should be forwarded to the appropriate staff ideally as a facilitated, transparent connection made via email or voicemail

e. Requests for reference letters

- Any requests for reference letters should be forwarded to the Executive Coordinator or if made by a volunteer to the Volunteer Coordinator
- Reference letters may be provided with discretion under the following circumstances:
 - If the individual has been accessing a service at ASAAP in good standing
 - The reference does not include any information known to be false
 - There are no conflicts of interest in place
 - The letter will support the health and/or well-being of the individual
- Reference letters may be provided to past or current volunteers with discretion under the following circumstances:
 - If the individual is or has been an active volunteer with ASAAP in good standing for a minimum of six (6) months
 - The reference does not include any information known to be false
 - There are no conflicts of interest in place
 - The letter will support the health and/or well-being of the volunteer

f. Requests for logos and branding elements for external signage

- Any requests for logos should be discussed with the Executive Director and respective program staff
- We strive to ensure that ASAAP's brand and/or logo will not be associated with organizations, groups and/or services with which no partnership is shared or ones that do not share our values and principles

3. Communicating with Media as a Representative of ASAAP:

Media refers to any representatives of news publications in print, online, via radio or television.

Requests from media:

- Any and all requests from the media for interviews, quotes or opinions on specific policies or events should be referred to or discussed with the Executive Director
- Staff are expected to research a topic before media interviews and present well-informed, professional and clear language
- Media spokespersons may include staff depending on the issue but will often include the Executive Director will represent the organization with media representatives

- Unless stated in deliverables, staff are not expected to represent ASAAP in the media and/or divulge personal information related to their lived experience
- Staff must adhere to the tenets of the agency's confidentiality agreements with all external interviews and refrain from providing specific client and/or volunteer information that may serve to identify someone to the public
- At every opportunity, staff communicating with media should include their ASAAP title and varying means for how the public may get in touch with us for more information or feedback
- As an agency we may at any time reserve the right not to participate with certain media stories or outlets based on our discretion

3. Communicating with Funders and Partners:

- ASAAP is accountable to our funders and partners in fulfilling the deliverables or responsibilities of formal agreements
- Communication with funders and partners must remain professional and staff are expected to be aware of any potential conflicts of interest that may affect these relationships
- Requests for collaboration should be discussed with the Executive Director and clear expectations of the nature of partnership or collaboration should be outlined
- Any and all feedback and/or complaints from partners or funders must be forwarded to the Executive Director in writing. If necessary, an explanation of the process to communicate with the Board of Directors may also be provided.
- Any and all requests for letters of support should be forwarded to the Executive Director who has sole power to officially bind the organization to commitments, deliverables or responsibilities related to formal support agreements

4. Communicating with Volunteers:

- Please refer to the Volunteer policy

5. Communicating with Clients:

- Please refer to the PHA policy

2. Social Media Policy

This policy provides guidance for staff, Board Members and volunteers on use of social media, which, for the purposes of this policy, is broadly understood to include blogs, wikis, microblogs, message boards, chat rooms, electronic newsletters, online forums, social networking sites, and other sites and services that permit users to share information with others in a contemporaneous manner.

This document outlines the standards staff, Board Members and volunteers are required to observe when using social media and to ensure that online representation of ASAAP is consistent with the organization's mission, values and strategic directions. While staff will be adhering to these practices in their daily operations, this policy is also applicable to Board members, placement students and volunteers.

As social media is constantly evolving, this policy may be amended at any time. Staff are invited to participate in this process and stay informed of any changes to the policy.

1. Personal use of social media

With regards to staff, Board Members and volunteers' personal social media accounts, individuals should be aware of the effect their actions may have on their image, as well as the public image of ASAAP. The information that staff, Board Members and volunteers post or publish on their personal accounts may be public information, and could be observed by ASAAP and the community it serves. Staff, Board Members and volunteers are encouraged to use their best judgment in posting material that is neither inappropriate nor harmful to ASAAP or its stakeholders.

2. Appropriate use of social media

Appropriate use of ASAAP's social media accounts includes, but is not limited to:

- a. Promoting and/or sharing information about ASAAP and related organizations' programs, events, resources and services
- b. Providing commentary/corrections on topics, issues, and/or news about subjects important to ASAAP
- c. Raising awareness and advocating on issues that are relevant to the communities we serve
- d. Developing and deepening relationships with audiences of interest
- e. Professional development and resource sharing

3. Rules for use of social media

Whenever permitted to use social media in accordance with this policy, there is an expectation to adhere to the following general rules:

- a. Only designated staff and volunteers are permitted to post material on social media sites in ASAAP's name and/or on ASAAP's behalf.
- b. Do not upload, post, forward or post a link to any abusive, obscene, discriminatory, harassing, derogatory or defamatory content.
- c. Never disclose private or confidential information. If you are unsure whether the information you wish to share falls within one of these categories, you should discuss this with the Executive Director.
- d. Do not upload, post or forward content belonging to a third party unless you have proper consent.
- e. It is acceptable to quote a small excerpt from an article, particularly for the purposes of commenting on it or criticising it. However, always quote accurately, using appropriate punctuation to differentiate between your words and those of the author's, include references and when in doubt, link, do not copy.
- f. Be honest and open, but be mindful of the impact your contribution might make to people's perceptions of ASAAP as an organisation. If you make a mistake in a contribution, be prompt in admitting and correcting it.
- g. If staff encounter a situation while using social media that threatens to become antagonistic, they should disengage from the dialogue in a polite manner and seek the advice of a supervisor. Don't escalate heated discussions, try to be conciliatory, respectful and quote facts to correct misrepresentations. Never contribute to a discussion when angry or upset, return to it later when a calm and rational response can be formulated.
- h. If you feel even slightly uneasy about something you are about to publish, then you should not do it. If in doubt, discuss it with the Executive Director first.
- i. Don't discuss colleagues, shareholders, partners or clients without their prior approval.
- j. Before your first contribution on any social media site, observe the activity on the site for a while before launching in yourself to get a feel for the style of contributions, the nature of the content and any 'unwritten' rules that other contributors might follow.
- k. Activity on social media websites during office hours should complement and/or support your role and should be used in moderation.
- l. Be aware of intellectual property issues and possible infringements.

4. Procedure to address inappropriate content

On rare occasions, a post may appear on an ASAAP account that violates the organization's policies or suggests an individual is in danger. The following procedures should be followed to deal with such content.

a. If anyone at ASAAP sees or is alerted to a post on an ASAAP social media account that they perceive violates the Social Media Policy (e.g., spam, advertising, unlawful, harassing, obscene, or defamatory) they must:

- Immediately alert the Executive Director
- The Executive Director will take a screen capture of the post, and, if appropriate, remove the post.

b. If anyone at ASAAP sees or is alerted to a post on an ASAAP social media account indicating danger to an individual or individuals (posts threatening life or acts of physical harm), they must:

- Immediately alert the Executive Director, providing as much detail as possible (such as the social media platform (e.g. Facebook); the time of the post and/or when and how they became aware of the post, and the nature of the posting.)
- When applicable, ASAAP will take action in accordance with existing policies
- Where there is no existing policy, the Executive Director, will use their best professional judgment to choose a course of action to mitigate harm. Courses of action could include:
 - a) Advising the poster to seek immediate help/support;
 - b) Providing crisis and emergency contact information (e.g. 911, distress line phone number or website) for immediate support;
 - c) Calling 911 to alert law enforcement/emergency services.

c. For all inappropriate posts on ASAAP's social networking sites, the Executive Director will:

- Capture the post in question via screen capture
- Make a record of any further social media interaction in regards to the post
- Post a message to reassure the rest of the online community that ASAAP is responding to the situation
- After the situation has been addressed and documented, remove the post and related interaction from the social medium

3. Policy on Political Activities

To further ASAAP's mandate in ensuring that South Asian communities are able to access information and support on HIV/AIDS, ASAAP may engage in advocacy efforts with communities, other organizations, institutions and/or governing bodies.

These efforts may have varying aims. For example, ASAAP may advocate to reduce stigma related to topics of sexual health that deters communities from accessing much needed service. At other times, advocacy efforts may be geared towards governing bodies to ensure that coordinated services and support infrastructure remain relevant and responsive to the communities we serve.

This policy aims to guide ASAAP's advocacy efforts to ensure compliance with legal and funding requirements and limitations. For the purpose of this policy, a "grant recipient" is defined as: an individual or an organization that receives or allocates a grant on behalf of ASAAP.

1. In cases where a grant recipient devotes part of their resources to political activities, such activities must:

- a. Be ancillary and incidental to its mandate, purpose, and project or service activities,
- b. Not include the direct or indirect support of or opposition to, any political party or candidate for public office.

2. An "ancillary and incidental" activity is one that is naturally connected with and subservient to a grant recipient's larger mandate, purpose, and project, service, or educational activity, or something that exists only in conjunction with such larger mandate, purpose, and project, service, or educational activity.

3. A grant recipient may not use funds provided to oppose or endorse a named candidate, party, or elected official. Funds provided may not be devoted directly to such activities, or devoted indirectly through provision of resources to a third party engaged in partisan political activities.

4. Political activities undertaken not subject to any limitation include:

- a. All candidates meetings,
- b. Oral and written presentations to the relevant officials to present the proponent's views or to provide factual information,
- c. Oral and written presentations or briefs containing factual information and recommendations to the relevant governing bodies,
- d. The provision of information and the expression of non-partisan views to the media that fall within the general ambit of the grant recipient's mandate or purpose, as long as the devotion of resources to such activity is reasonable in the circumstances (i.e., is intended to inform and

educate by providing information and views designed primarily to allow full and reasoned consideration of an issue, rather than to influence public opinion or to generate controversy),

- e. Publications, conferences, workshops and other forms of communication that are produced or organized by a grant recipient in order to sway public opinion on political issues and matters of public policy,
- f. Advertisements in newspapers, magazines or on television or radio to the extent that they are designed to attract interest in, or gain support for, a grant recipient's position on political issues and matters of public policy,
- g. Public meetings or lawful demonstrations that are organized to publicize and gain support for a grant recipient's point of view on matters of public policy and political issues, and
- h. Mail campaigns: requests by a grant recipient to its members or the public to forward letters or other written communications to the media and government expressing support for the organization's views on political issues and matters of public policy.

None of the above activities may be carried out in a manner which may reasonably be construed as supporting a particular candidate, elected official or particular party.

G. ADMINISTRATION & FINANCE

This set of policies aim to guide practices related to administrative or financial functions such as travel, requisitioning cheques and/or funds, invoicing or selecting contractors for work, fundraising and sound financial conduct.

The following are included:

1. Petty Cash Management Policy
2. Travel and Expense Reimbursement Policy
3. Fraud Prevention Policy
4. Financial Policy

1. Petty Cash Management Policy

ASAAP maintains a central petty cash fund to reimburse employees, volunteers, and board members for business related expenses up to \$50.00. For reimbursements above \$50.00, a cheque request must be completed unless approved by Executive Director and provided there are sufficient funds in the petty cash float. A petty cash float is maintained at \$500.00 on a monthly basis. This policy applies to all staff, volunteers and board members.

Purpose of Petty Cash Management Policy

To provide guidelines for the management of petty cash at ASAAP.

Appropriate Petty Cash Expenses may include the following:

- All ASAAP-related, ED-approved activities
- Volunteer expenses (refreshments, honoraria)
- Travel (GO transit and other regional transit systems where TTC does not operate)
- Support service expenses (client drop-ins, refreshments, travel)
- Miscellaneous items purchased locally (postage stamps, office supplies in instances where the organizational credit card cannot be used)
- Per diem under \$50.00
- Other expenses that ED may approve as needed

1. Procedure:

The Petty Cash Request form must be completed for disbursement of petty cash. All documentation (original receipts showing date of purchase, name of merchant, total of purchase including HST) must accompany any unused funds to Administrative Support within 10 business days of disbursement.

In situations of Petty Cash Reimbursement, a Petty Cash Request form must be completed for the amount requested (maximum of \$50.00, any amounts over \$50.00 must have prior approval from the Executive Director). All supporting documentation and unspent funds must be submitted to Administrative Support within 10 business days of request.

Anyone accessing Petty Cash funds MUST maintain receipts and adequate documentation. In situations where receipts have been lost or forgotten to obtain a receipt – all attempts must be made to obtain a copy of the receipt from the merchant. In situations where that is not possible, a Lost Receipt Form must be completed to include total amount spent and HST and must be signed by the Executive Director.

2. Travel and Expense Policy

ASAAP sets forth the following limits regarding reimbursable travel and travel-related expenses. This policy applies to staff, Board Members and volunteers claiming travel expenses for representing ASAAP. These reimbursements are subject to approval by the Executive Director and will not be reimbursed in such cases where these expenses are covered through other organizations and programs.

All staff, Board Members and volunteers are encouraged to always choose the most economical option possible.

1. Personal Automobile Use:

- No staff, Board Member and volunteer will transport clients in their personal vehicles unless they have standard automobile insurance as required by law to cover such work.
- Staff, Board Members and volunteers who use their own vehicles for work-related travel will be reimbursed at \$0.41/km. This will not include travel from home to work location and back home. Only travel from office to another location and back to the office will be reimbursed – unless otherwise preapproved by the Executive Director. All travel expense claims must be approved by the Executive Director prior to travel (an email record is sufficient documentation for approval).
- Staff, Board Members and volunteers who use their own vehicles for work related purposes must carry standard automobile insurance as required by law with sufficient coverage. Staff, Board Members and volunteers are responsible for the policy and full premiums for the insurance.

2. Travel Transportation Expenses:

Air travel reimbursements are subject to approval by Executive Director prior to travel. ASAAP will only reimburse travel from home city to destination and return flight on an Economy Class fare, including checked baggage fees relating to work. Any personal travel between departure and arrival dates will not be reimbursed by ASAAP.

Ground Transportation (Rail, Bus, Personal Vehicle) – ASAAP will reimburse travel from home city to destination and a return trip. Any personal travel between departure and arrival dates will not be reimbursed by ASAAP. Only fares that are Coach or Regular fares will be reimbursed – unless approved by Executive Director prior to travel. Personal vehicle travel will be reimbursed based on the Personal Automobile Use policy above.

3. Travel Accommodation Expenses:

Moderately priced hotels and motels are to be used based on single occupancy; luxury accommodations are to be avoided at all times unless staff, volunteers and board are assuming the cost over and above the maximum allotted rate of 150.00 per night. Incidentals (e.g.: movies, bar) will not be reimbursed.

In situations where staff, volunteer or board members are staying with friends, acquaintances or family, the host will be reimbursed to a maximum of 50.00/night for the length of time of the conference or event being attended, to a maximum of 5 nights. This must be approved by the Executive Director prior to departure. An invoice or a letter must be signed by the host as supporting documentation for the reimbursement.

4. Travel Meal Expenses:

ASAAP will reimburse the following meal expenses with the following rates:

Breakfast: \$10.00 Lunch: \$15.00 Dinner: \$25.00

Incidentals, including alcohol, will not be reimbursed. Itemized receipts for each meal expense must be submitted for reimbursement. Staff, Board Members and volunteers attending a conference that serves breakfast, lunch and/or dinner will not be reimbursed for the meal expenses. Only meals not covered by the event will be reimbursed. The Executive Director must sign off on the reimbursement request.

5. Procedure:

Anyone requesting reimbursement for travel expenses must complete a Travel Expenses Claim form.

In situations where travel expense is being requested prior to travel – the Travel Expenses Claim form must be completed and all receipts and supporting documentation (receipts for meals, receipts from hotel/accommodation, boarding passes/itinerary) must be submitted within 10 business days of returning to work. The Executive Director must approve the request.

In situations where travel expense is being reimbursed post travel – ASAAP will strive to reimburse within 10 business days of submission of the Travel Expense Claim form with supporting documentation (receipts for meals, receipts from hotel/accommodation, boarding passes/itinerary) for the expenses incurred. The Executive Director must approve the request.

5. Fraud Prevention Policy

Definition:

Fraud, for practical purposes, is defined as a dishonest, unethical, irregular, or illegal act or practice which is characterized by a deliberate intent at concealment of a matter of fact, whether by words, conduct, or false representation, which may result in a financial or non-financial loss to ASAAP.

Commitments:

ASAAP is committed to implementing and maintaining the highest standard of governance, responsibility, and ethical behavior. Fraud and corruption can undermine the viability and values of ASAAP. ASAAP is committed to operating in compliance with all applicable laws, rules and regulations, including prohibiting fraudulent practices by any of its staff, Board members or volunteers. A zero tolerance policy is ASAAP's response to fraud. Fraud will not be tolerated under any circumstance. Appropriate disciplinary actions may be taken against any staff or external party involved in committing fraud. All efforts will be made to recover any assets misappropriated or losses suffered.

Fraud prevention and control is the responsibility of all staff and Board members at ASAAP. The policy applies equally to everyone including staff, Board members, volunteers and others who may have dealings with ASAAP.

Mandatory reporting

ASAAP is committed to providing a mechanism to safeguard staff who report any problem, misconduct or violation of this commitment. The purpose of this policy is to provide staff, Board Members and volunteers with a system whereby they can disclose any knowledge of actual or intended misconduct which may be unethical, illegal or fraudulent. This policy also aims to offer individuals who provide such disclosure, and are acting in good faith, and on the basis of reasonable belief, with protection from any form of retaliation or threat of retaliation when they do provide such disclosure.

The procedures for a staff member to report actions that they reasonably believes violate a law, or regulation or that constitutes fraudulent accounting or other practices are outlined below.

- a. If a staff member has a reasonable belief that a fellow staff member or ASAAP has engaged in any action that violates any applicable law, or regulation, including those concerning accounting and auditing, or constitutes a fraudulent practice, the staff member is expected to immediately report such information to the Executive Director. If the staff member does not feel comfortable reporting the information to the Executive Director, they are expected to report the information to the Chair of the Board of Directors.

- b. All reports will be followed up promptly, and an investigation conducted. In conducting its investigations, ASAAP will strive to keep the identity of the complaining individual as confidential as possible, while conducting an adequate review and investigation.
- c. ASAAP will not retaliate against a staff member in the terms and conditions of employment because that staff member: (a) reports to the Executive Director, the Board of Directors, the union or to a federal, provincial or local agency what the staff member believes in good faith to be a violation of the law; or (b) participates in good faith in any resulting investigation or proceeding, or (c) exercises their rights under any provincial or federal law(s) or regulation(s) to pursue a claim or take legal action to protect the staff member's rights.
- d. A staff member, acting in good faith and on the basis of reasonable belief, may refuse to carry out any order or direction which is illegal, unethical, or against ASAAP's policies and which is given by an individual who has direct or indirect control over the staff member's employment. These types of orders shall be reported by the staff member to the Executive Director.
- e. Staff members are expected to co-operate fully with lawful authorities during any investigation or proceeding related to acts of alleged misconduct under this policy.

6. Fundraising Policy

Scope of Policy:

This policy shall bind all of ASAAP's staff, Board members, volunteers, and consultants.

Definitions

“Designated Donation” refers to donations provided towards a specific and stated program or goal.

“Donations” refers to any voluntary gift of income, goods, sponsorships, or other contribution to ASAAP; whether or not it is provided publicly, privately, or anonymously; and whether or not is the proceeds generated from fundraising activities.

“Donor” refers to any individual or organization that has made a donation of any kind or amount to ASAAP; and unless otherwise stated, refers to both current and prospective donors.

“Fundraising” refers to any event, activity, or request that would generate donations for ASAAP.

Examples of Fundraising

Fundraising can include, but is not limited to:

- a. ASAAP conducting events with the purpose of raising funds for ASAAP;
- b. Third parties conducting, with ASAAP's assistance, events whose purpose is raising funds for ASAAP;
- c. Soliciting funds from individuals or organizations through any form of communication, including telephone, mail, email, social media, or online campaigns;
- d. Applying for grants from charitable foundations for non-program/service-related use;
- e. Corporate sponsorships of ASAAP events;
- f. Corporate donations to ASAAP; or
- g. Deferred gifts, such as bequests, life insurance policies, and charitable remainder trusts.

Protocols for Fundraising Activities

ASAAP's Executive Director and its Board of Directors have the ultimate responsibility for all fundraising activities, including accepting donations. They may designate ASAAP staff to conduct the fundraising activities.

All fundraising proposals must secure the prior approval from the Executive Director, or in the absence of the Executive Director, the Executive Committee of the Board; and

In determining if ASAAP can accept a donation, the Executive Director and/or their delegate must abide by all the following guidelines:

- a. They shall act with fairness, integrity, openness, and in accordance with all applicable legislation;
- b. They shall have no vested interest in a donation that could result in personal gain;
- c. They shall disclose ASAAP's legal name, ASAAP's status as a registered charity, ASAAP's relationship to the individual soliciting donations, and the purpose for which funds are requested, in all fundraising appeals;
- d. They shall not apply undue pressure on donors to make donations;
- e. They shall only accept donations from donors who support ASAAP's mission, values, and strategic plan;
- f. They shall not suggest, implicitly or explicitly, that ASAAP condones, through its acceptance of any donation, the products, service, or philosophy of the donor;
- g. They shall not accept donations from a donor who would influence the content of any ASAAP program or service, regardless of if that influence would be exerted before, while, or after making the donation;
- h. In particular, they shall not accept donations that would compromise ASAAP's ability to express ASAAP's informed opinions on matters relating to ASAAP's work, and in particular ASAAP's philosophy of respect for the human rights and interests of people living with and affected by HIV/AIDS;
- i. They shall not accept donations that would violate existing agreements with other donors, or that would unduly restrict ASAAP's capacity to solicit or accept funds from other donors, as determined by the Board;
- j. They shall, to the greatest extent possible, discourage the reality or perception of a conflict of interest between ASAAP and any donor;
- k. They shall disclose immediately to ASAAP any actual or apparent conflict of interest, as defined by ASAAP's policy on conflicts of interest;
- l. They shall encourage donors to seek independent advice concerning any proposed donation that might significantly affect the donor's financial position, taxable income, or relationship with other family members;

- m. They shall confirm with the donor that ASAAP will receive the donation in full within a reasonable time frame, with the opportunity for review and termination by ASAAP, if so desired;
- n. Where all the above criteria are met, ASAAP shall receive with gratitude from any donor any donation that would benefit ASAAP;
- o. ASAAP shall process the donation within 3 months of receipt of the donation; and
- p. ASAAP's Executive Director, or in the absence of the Executive Director, the Executive Committee of the Board, shall provide written or verbal acknowledgment to the donor of their donation as soon as ASAAP has processed the donation.

Protocols for Allocating Donations

Proceeds generated from fundraising activities will be allocated in the following order:

- a. Funds will first be applied to cover any costs associated with the activity.
- b. Of the remaining net proceeds, 100% shall be allocated for the Direct Assistance Fund and/or the Contingency Fund for ASAAP clients, until these funds reach annual goals.
- c. The remaining funds will be allocated to fundraising efforts, administrative-related costs, or the Emergency Reserve.

Protocols for Accepting and Using Designated Donations

ASAAP shall use designated donations only for the purposes for which they were donated.

Where a proposed designated donation does not comply with the rules set out in this and other ASAAP policies, and ASAAP cannot reach an agreement with the donor on reassignment of the proposed donation, ASAAP shall refuse the designated gift.

Protocols for Release of Information

ASAAP shall honour any request by a donor to be excluded from lists that ASAAP uses or shares with other organizations.

ASAAP shall undertake all reasonable efforts to honour any request from a donor not to be contacted in future fundraising campaigns.

ASAAP shall keep any information that is obtained by or on behalf of ASAAP from or about a donor confidential, to the extent allowed by law.

ASAAP shall allow donors the right to remain anonymous, to the extent allowed by law.

All members of the public, including prospective donors, are entitled to the following, on request and at no charge other than the cost of reproduction and distribution:

- a. ASAAP's most recent annual report and/or audited financial statements;
- b. ASAAP's most recent Registered Charity Information Return as submitted to the Canada Revenue Agency; and
- c. A list of the names of the members of ASAAP's Board.

Relationship with other Agencies

All representatives for fundraising events that are conducted jointly by ASAAP and one or more other charitable organizations must sign a third party agreement.

Protocols for Issuing Charitable Donation Tax Receipts

ASAAP shall issue charitable donation tax receipts to donors who donate \$20 or more, in accordance with current taxation law and Canada Revenue Agency guidelines.

Tax receipts are not issued for the donation of services or in kind support.

For donations of physical items, ASAAP shall issue tax receipts for the current market value of the item. The request for a tax receipt must be accompanied by documentation which officially indicates the fair market value of the item (for example, a store purchase receipt).

The final interpretation of Canada Revenue Agency guidelines for charitable tax receipts shall rest with ASAAP's auditors.

The signing officers of the organization shall be the signing officer(s) for the purpose of tax receipts.

Accepting Non-Donation Benefits from Donors

From time to time, ASAAP Board or staff members will be invited to attend events where the cost is paid by a donor. In such cases, transparency is crucial. Accordingly, the invitee shall secure approval in the following manner:

- a. in the case of a staff member, from the Executive Director;
- b. in the case of a Board member, from the Chair of the Board;
- c. in the case of the Executive Director or Chair of the Board, from the Executive Committee of the Board, or, if needed, from the Board as a whole; and

- d. if broader approval is deemed necessary for (1) and (2) above, the decision will be referred to the Executive Committee of the Board, or, if needed, the Board as a whole.

H. GOVERNANCE POLICIES

This set of policies includes those that guide the Board of Directors and the Membership in their governing responsibilities. The following are included:

1. Executive Director Management Policy
2. Membership Policy

1. Executive Director Management Policy

The Executive Director works to ensure that ASAAP fulfills its vision of creating a world where South Asian communities have the access and means to determine their health and well-being within a collaborative team environment. The Executive Director is responsible for overseeing all operations at ASAAP as well as ensuring that ASAAP continues to have enough revenue to sustain and grow its vision.

It is the responsibility of the Board of Directors to oversee the performance of the Executive Director. The purpose of this policy is to outline the general responsibilities of the Executive Director, how they are evaluated and succession planning.

General Responsibilities of the Executive Director include:

- Ensuring that ASAAP abides by ethical operating standards in all of its affairs, including financial affairs;
- Overseeing the efficient and effective day-to-day operation of the organization;
- Ensuring that ASAAP's By-laws and policies are adhered to;
- Overseeing all areas of human resources including the establishment, review, development and maintenance of a competent and professional workforce;
- Assessing short and long-term financial needs and recommending appropriate courses of action;
- Developing and maintaining sound financial practices including ensuring financial reporting to funders and government officials is timely and complete;
- Developing and maintaining positive relationships with community partners, funders, volunteers, the public, government departments, and people who access services through ASAAP;
- Representing ASAAP in a senior public relations role to promote ASAAP and its goals and objectives at community functions;
- Fostering effective teamwork between the Board and the Executive Director and between the Executive Director and staff members;
- Actively engaged in developing a strategic and operational plan which incorporates goals and objectives that work towards ASAAP's mission of providing health promotion, care, and support for self-identifying South Asians living with, at risk of, or affected by HIV/AIDS;
- Ensuring that personnel, client, donor and volunteer files are securely stored and privacy/confidentiality is maintained;

- Ensuring that institutional memory is maintained by effectively storing and organizing ASAAP documents and information.
- Collaborating with the Board Chair to prepare the board meeting agenda and supporting materials;
- Establishing a positive, healthy and safe work environment in accordance with all appropriate legislation and regulations;
- Overseeing the research of funding sources and the development of fundraising plans and writing funding proposals to increase the funds of ASAAP; and
- Providing the Board with comprehensive, regular reports on the revenues and expenditure of the organization.

Evaluation of the Executive Director

General

The Executive Director is the official link between the Board of Directors and ASAAP. The responsibilities of the Executive Director lie in the exercise of delegated authority and compliance within parameters established by ASAAP's Board and By-laws. The essence of the performance evaluation shall be results-focused rather than subjective or personality oriented.

Procedure

- The Executive Committee of the Board oversees the evaluation of the Executive Director every year.
- The Executive Director shall, at the end of the fiscal year: (i) complete a written self-evaluation of progress on meeting strategic objectives so approved by the Board; (ii) identify references from ASAAP Staff, Board of Directors, community partners or other relevant stakeholders to provide feedback on his or her performance.
 - Upon receipt of the above, the Chair and Vice-Chair will solicit feedback on the performance of the ED from 3-5 of the identified referees.
- The Chair and Vice-Chair will complete the ED Performance Evaluation form, based on both the written self-evaluation as well as feedback from referees. The completed Evaluation will be shared and discussed with the Executive Committee as a whole to solicit further feedback.
- The Chair and Vice-Chair shall meet with the Executive Director alone or, at the request of either, along with other Officers of the Board, Executive Committee or full Board, to discuss the evaluation. The Chair and Vice-Chair shall bring the results of this performance appraisal including specific areas of outstanding performance and any deficiencies in the performance of the Executive Director to his/her attention.

- At the first Board meeting after the Performance Evaluation, the Chair and Vice-Chair shall provide confirmation to the Board that the ED Performance Evaluation has been completed. Board members may subsequently contact the Chair or Vice-Chair for further details or a summary of the evaluation.

Succession Planning

A change in executive leadership is inevitable for all organizations and can be a challenging time. Therefore, it is the policy of ASAAP to be prepared for an eventual permanent change in leadership-- either planned or unplanned-- to ensure the stability and accountability of the organization until new permanent leadership is identified. The Board of Directors shall be responsible for implementing this policy and its related procedures.

It is also the policy of the Board to assess the permanent leadership needs of the organization to help ensure the selection of a qualified and capable leader who is representative of the community; a good fit for the organization's mission, vision, values, goals and objectives; and who has the necessary skills for the organization.

Procedures for Succession

With Notice of Resignation

- a. The Executive Director must provide the appropriate written notice within 30 (thirty) days of a permanent or temporary resignation. The notice needs to be accepted by the Board of Directors.
- b. Within 7 (seven) business days of resignation, the Board will form a Transition Committee to hire an interim or permanent Executive Director. This committee will be made up of the Board Chair, at least one other Board member, an ASAAP client and a community member.
- c. Within 10 (ten) business days of formation, the Transition committee will:
 - i. Establish a time frame and plan for the recruitment and selection process
 - ii. Determine whether an interim or permanent Executive Director will be hired
- d. If an interim Executive Director is hired, the interim Executive Director shall ensure that the organization continues to operate without disruption and that all organizational commitments previously made are adequately executed, including but not limited to, reports due, contracts, licenses, memberships, obligations to funders, and other responsibilities.

Without Notice of Resignation

- a. Within 5 (five) business days of the removal of the Executive Director, the Executive Committee from the Board of Directors, will appoint an Interim Executive Director. The interim Executive Director shall ensure that the organization continues to operate without disruption and that all organizational commitments previously made are adequately executed, including but not limited to, reports due, contracts, licenses, memberships, obligations to funders, and other responsibilities.

- b. Within 7 (seven) business days of the removal of the Executive Director, the Board will form a Transition Committee to hire an interim or permanent Executive Director. This committee will be made up of the Board Chair, at least one other Board member, an ASAAP client and a community member.
- c. Within 5 (five) business days of formation the Transition committee will:
 - i. Establish a time frame and plan for the recruitment and selection process
 - ii. Determine whether an interim or permanent Executive Director will be hired

It shall be the responsibility of the Transition Committee in both scenarios to implement the following preliminary transition plan:

- Communicate with keys stakeholders regarding actions taken by the Board in naming an interim or permanent successor and implementing the succession policy.
- Consider the need for consulting assistance based on the circumstances of transition.
- Review the organization's business plan and conduct a brief assessment of organizational strengths, weaknesses and opportunities, and threats to identify priority issues that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next Executive Director.

2. Membership Policy

ASAAP is a community-based, non-profit, charitable organization committed to providing health promotion, support, education, and advocacy in a non-discriminatory manner for those who identify as South Asian living with, at risk of, or affected by HIV / AIDS. The success of the organisation is partly owed to a vibrant and diverse membership of individuals and organisations that support the ASAAP cause.

The purpose of this policy is to outline the membership criteria, the membership application and the membership benefits. This policy is based on the *ASAAP By-Laws 7.0 Membership*.

Membership criteria:

Membership to ASAAP is open to any individual who shares the mission and values of the ASAAP agency, regardless of their sex, gender, age, disability, ethnicity, sexual orientation, or serostatus. They will support the vision of ASAAP's strategic plan and work to promote the work this organization engages in.

To assure the ASAAP membership is comprised of individuals familiar with the organisation and its work, it is required that an individual interested in enlisting as a member must demonstrate an active engagement in the one year prior to their membership application. Active engagement can include, but is not limited to: attendance at ASAAP events including AGMs, fundraisers, outreaches; active donors; active volunteers, etc.

It should be noted that ASAAP does not allow community organisations to apply as members of ASAAP.

Membership application:

Individuals interested in becoming members must complete a registration process. For the appropriate forms, individuals may refer to the ASAAP website or contact the ASAAP administrative assistant.

Membership classes:

Voting Member Class

Voting members must pay a membership fee of \$10 for a one-year membership, unless they are registered clients, in which case the fee shall be waived. The membership fee is not tax-deductible. Please note that the serostatus of an individual will always remain confidential.

At the end of the one-year period, members are required to renew their membership fees to continue enjoying the benefits of being a member. To be able to vote at an upcoming Annual General Meetings, members are required to renew their membership at least three months prior to the date of the AGM.

Voting members have the right to vote on all questions proposed for consideration at a meeting of the Members. If a member is unable to attend the meeting, they can still vote by proxy (see *ASAAP By-Laws 7.12 Voting by Members* for more details).

Non-Voting Member Class

Individuals who wish to become members of ASAAP, without having voting rights, may do so by following the process of applying outlined above in *Membership Application*. There is no membership fee associated to becoming a non-voting member. However, non-voting members are still required to renew their membership at the end of the one-year membership period.

Membership responsibilities:

Members are responsible for ensuring that their membership applications are up-to-date, as well as complying to all applicable by-laws and policies of ASAAP. Failure to do so may result in action taken by the members of the board, as detailed in *ASAAP By-Laws 7.4 Discipline of Members*.

I. PROGRAMMING POLICIES

This set of policies includes those that guide the various programs offered by ASAAP staff. The following are included:

1. Volunteer Policy Manual

1. Volunteer Policy Manual

The volunteers at ASAAP play an integral role in this organization. They contribute their time, expertise and engagement to enhance many of the services ASAAP offers. ASAAP greatly values its volunteers and commits to treat all with respect, dignity, recognition, fairness and guidance to ensure that they have a positive experience during their time with ASAAP. In return, ASAAP expects volunteers to actively perform their duties to the best of their abilities, to be accountable to the agency and the people we serve, and to remain faithful to the mission, philosophy, policies and procedures of the agency.

Purpose of Volunteer Policies

The purpose of these policies is to provide overall guidance and direction to staff and volunteers engaged in volunteer involvement and management efforts. In particular, this policy will be a reference point for the ASAAP Volunteer Coordinator, who recruits, screens, supports, and manages all ASAAP volunteers.

Definitions:

Volunteer: A ‘volunteer’ is anyone who, without compensation or expectation of compensation beyond reimbursement (see 7.1), performs a task at the direction of and on behalf of the agency. A ‘volunteer’ must be officially accepted and enrolled by the agency prior to performance of the task. Unless specifically stated, volunteers shall not be considered as ‘employees’ of the agency.

2. Volunteer Recruitment and Selection

2.1 Volunteer Recruitment

ASAAP recruitment of volunteers can occur in the following ways: the ASAAP website, social media, newsletters, word-of-mouth, outreach events and through connections to other organizations. An individual is eligible to be an ASAAP volunteer if they share the mission, values and philosophies of ASAAP; they are able to work from an anti-oppression framework and they possess the ability to perform a task on the behalf of the agency. ASAAP prides itself on its diverse volunteer base and therefore invites individuals of all ages, genders, sexual orientations, classes, ability, races and religions.

2.1.1 Clients and Relatives as Volunteers: Agency clients may be accepted as volunteers, where their role and responsibilities as a volunteer would not constitute an obstruction to or conflict with provision of services to the client or to others. Relatives of clients may also serve as volunteers, but will not be placed in a position of direct service or relationship to members of their family who are receiving services.

2.1.2 Directors as Volunteers: Members of the agency’s board of directors are not accepted as direct service volunteers with the agency in the provision of services to clients. Directors may, however, volunteer at special agency events or at functions deemed appropriate by the Board of Directors and Executive Director, within the boundaries of their position.

2.2 Volunteer Selection

Individuals interested in volunteering will be asked to complete an application form, a formal intake/interview, submit names of two references, provide basic personal information, and be evaluated and screened. Once selected, all ASAAP volunteers will be required to attend the agency's mandatory volunteer orientation sessions.

2.2.1 Responsibility

The Community Development and Volunteer Coordinator reserves the right to accept or decline volunteer applications based on the needs, safety and security of all clients and employees.

3 Volunteer Training and Placement

3.1 Volunteer Training

In order to ensure that volunteers are provided with a secure, meaningful and educational experience, they must all complete certain mandatory trainings. This also ensures that ASAAP continues to offer excellent service to its clients, community members and collaborators. The following section outlines the various trainings a volunteer can expect to attend.

3.1.1 Volunteer Core Skills Training

All volunteers must complete the Core Skill Training Program prior to starting program-specific volunteering work at ASAAP. It is a 2-day training offered three times a year and encompasses ASAAP's mission and values; how to work from an anti-oppressive framework, especially in a population affected by HIV/AIDS; basic information about HIV and AIDS; and the rights and responsibilities of ASAAP volunteers. Volunteers will need to complete this training before participating more extensively in ASAAP's Community Outreach programming, Prevention/Education volunteering, or Support Space volunteering.

3.1.2 Program-Specific Training

Volunteers at ASAAP who are participating in Community Outreach, Prevention/Education, or Support Spaces will undergo additional program-specific training that covers information and scenarios pertaining to the specific contexts of these programs. Volunteers are eligible for Program-Specific Training if they have completed Core Skills Training.

3.1.3 On-the-job Training

Volunteers who have completed Program-Specific Training will receive specific on-the-job training to provide them with the information and skills necessary to perform their volunteer assignment. The timing and methods for delivery of such training should be appropriate to the complexity and demands of the position and the capabilities of the volunteer. Should issues, questions or concerns arise, volunteers are expected to address those concerns with the staff member in charge of their supervision. They can seek additional support or clarification from the Volunteer Coordinator, or if the need arises, the Executive Director.

3.2 Volunteer Placement

In placing a volunteer in a position, attention shall be paid to the interests and capabilities of the volunteer and to the requirements of the volunteer position. No placement shall be made unless the requirements of both the volunteer and the supervising staff can be met. No volunteer should be assigned to a 'make-work' position and no position should be given to an unqualified or uninterested volunteer.

The Community Development and Volunteer Coordinator and staff overseeing specific programs collaboratively decide on where to place volunteers at ASAAP depending on program needs, and the volunteer's skills.

3.2.1 Placement with At Risk Clients: Where volunteers are to be placed in direct contact with at risk clients, additional screening procedures may be instituted. These procedures may include reference checks, direct background investigation and a criminal background check. Volunteers who refuse permission for conduct of these checks will not be accepted for placement with clients.

4 Volunteer Supervision and Support

4.1 Volunteer Support

ASAAP commits to providing ongoing support to all volunteers. Volunteers can expect ASAAP employees to provide them with appropriate professional and personal support in their duties with the goal of ensuring that they feel fully equipped to complete their required tasks.

4.2 Volunteer Supervision

The Community Development and Volunteer Coordinator is responsible for supervising volunteers. Staff who oversee volunteers in their program are also responsible for supervising those volunteers.

The purpose of supervision is to:

- Ensure two-way accountability for the performance of assigned responsibilities
- Ensure quality service delivery
- Maintain open communication
- Obtain volunteer input for program/event development
- Provide opportunities to discuss ongoing work and other opportunities for volunteering or completing a placement at ASAAP

The supervision process is to be acceptable, reasonable, regular, ongoing, visible and related to the volunteer's assigned program.

5 Volunteer Rights and Responsibilities

Please refer to the following documents to review volunteer rights and responsibilities at ASAAP.

5.1 Oath of Confidentiality

5.2 Volunteer Code of Conduct

5.3 Conflict of Interest Policy

5.4 Workplace Violence Prevention Policy

5.5 Occupational Health and Safety Policy

5.6 Communications Policies and Procedures

6 Volunteer Evaluation and Corrective Action

6.1 Volunteer Evaluation

Volunteers shall receive periodic evaluations to review their work. The evaluation session is utilized to review the performance of the volunteer, to suggest any changes in work style, to seek suggestions from the volunteer on how to enhance the volunteer's relationship with the agency, to convey appreciation, and to ascertain the continued interest of the volunteer in serving in that position. Evaluations should include an examination of the volunteer's performance, their position responsibilities, and a discussion of any suggestions that the volunteer may have concerning the position. Volunteer feedback is also organized through an annual online survey measuring volunteer engagement and interest in the agency.

6.2 Corrective Action

In appropriate situations, corrective action may be taken following an evaluation. Examples of corrective action include the requirement of additional training or retraining, re-assignment of a volunteer to a new position, temporary suspension of the volunteer, or dismissal from volunteer service. Volunteers may also be subjected to the progressive discipline approach the agency utilizes for all staff. Decisions involving corrective action of a volunteer may be reviewed for appropriateness. If corrective action is taken, the affected volunteer shall be informed of the procedures for expressing their concern or grievance.

6.3 Dismissal of a Volunteer

Volunteers who do not adhere to the rules and procedures of the agency or who fail to satisfactorily perform their volunteer assignment are subject to dismissal. No volunteer will be terminated until the volunteer has had an opportunity to discuss the reasons for possible dismissal with supervisory staff. Prior to dismissal of a volunteer, staff should seek the consultation and assistance of the Community Development and Volunteer Coordinator, as well as the Executive Director. Possible grounds for dismissal may include, but are not limited to, the following: gross misconduct or insubordination, being under the influence of alcohol or drugs, theft of property or misuse of agency equipment or materials, abuse or mistreatment of clients or co-workers, failure to abide by agency policies and procedures, failure to maintain confidentiality, and being in a position or part-taking in activities outside the agency that create a conflict of interest with the agency policies and procedures, mission, vision, or values.

6.3.1 Volunteer Concerns and Grievances

Volunteers can raise a concern or grievance about any procedure outlined in section 6. Should the Volunteer Coordinator or Executive Director be unable to resolve any issues brought forth by volunteers and/ or all volunteers can utilize the formal complaint process in place, as outlined in the *ASAAP Grievance and Incident Reporting Policy*.

During a procedure outlined under section 6, a volunteer shall have the right to continue to volunteer at the agency, but may be reassigned to another role until the decision has been reached, provided the volunteer upholds the agency's code of conduct, oath of confidentiality, and there is no conflict of interest (please refer section 5, section 7).

6.4 Responsibility

The Executive Director is responsible for overseeing the grievance procedure, with support from the Volunteer Coordinator, so long as the Volunteer Coordinator is not involved in the grievance claim being made. The Board of Directors may become responsible for a grievance procedure for a grievance claim made against the Executive Director.

7 Notice of Departure or Re-Assignment of a Volunteer

7.1 Volunteer Departure or Re-Assignment

Volunteers may resign from their volunteer service with the agency at any time. It is requested that volunteers who intend to resign provide advance notice of their departure and a reason for their decision.

Volunteers may be reassigned due to better fit in other programs due to a variety of reasons including but not limited to: changes in the volunteer's schedule or capacity, changes in the program's schedule or capacity, the volunteer or a staff member noting a skill or aptitude for a specific volunteer program, role, or position.

In the event that a volunteer departs the agency, whether voluntarily or involuntarily, or is re-assigned to a new position, it shall be the responsibility of the Volunteer Coordinator to inform those affected staff and clients that the volunteer is no longer assigned to work with them. In cases of dismissal for cause, this notification should be given in writing and should clearly indicate that any further contact with the volunteer is outside any scope of relationship with the agency (see section 6.)

7.3 Exit Interviews

Exit interviews, where possible, should be conducted with volunteers who are leaving their positions. The interview should ascertain why the volunteer is leaving the position, suggestions the volunteer may have to improving the position, and the possibility of involving the volunteer in some other capacity with the agency.

8 Volunteer Recognition and Benefits

8.1 Reimbursement of Expenses

Volunteers may be eligible for reimbursement of reasonable expenses incurred while undertaking business for the agency. The Volunteer Coordinator shall distribute information to all volunteers regarding specific reimbursable items. Prior approval must be sought for any major expenditure.

8.2 Volunteer Recognition Ceremonies

An annual volunteer recognition event will be conducted to highlight and reward the contribution of volunteers to the agency. Volunteers will be consulted and involved in order to develop an appropriate format for the event.

8.3 Reference Checks

Volunteers are eligible for reference letters and reference calls from ASAAP after displaying consistency and commitment to the agency. Any combination of a minimum of 6 months of consistent volunteering or high engagement during ASAAP events, programming, campaigns, training sessions, and outreaches provide eligibility for a reference check. Reference letters will only be provided if they can speak positively to the volunteer's skills, efforts, and contributions.

8.4 Responsibility

The Community Development and Volunteer Coordinator, in collaboration with staff, is responsible for managing and recording reimbursement. The Community Development and Volunteer Coordinator is responsible for providing references for volunteers who have engaged with the agency, with appropriate input from staff who have directly supervised the volunteers. Other staff may also directly provide references if they have a closer working relationship to the volunteer.

