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LANARK COUNTY COMMUNITY JUSTICE	Policy #1.01
SECTION: Operations	DATE: October 15, 2015
SUBJECT: Accessibility for Persons with Disabilities	HISTORY: Original Policy November 9, 2010
<p>Policy:</p> <p>Lanark County Community Justice (LCCJ) will conduct all of our operations and programs in a manner to be consistent with the requirements for Accessibility Standards for Customer Service, Ontario Regulation 429/07 of the <i>Accessibility for Ontarians with Disabilities Act, 2005 (AODA)</i>.</p> <p>LCCJ strives at all times to provide its services in a way that respects the dignity and independence of people with disabilities. We are also committed to giving people with disabilities the same opportunity to access our services, in the same place and in a similar way as participants, donors, volunteers, staff and partners without disabilities.</p> <p>Procedures:</p> <p>LCCJ is committed to excellence in serving all participants, donors, volunteers, staff and partners including people with disabilities and we will carry out our functions and responsibilities in the following areas:</p> <p><u>1. Communication</u></p> <p>We will communicate with people with disabilities in ways that take into account their disability. We will train staff and volunteers on how to interact and communicate with people with various types of disabilities.</p> <p><u>2. Telephone services</u></p> <p>We are committed to providing fully accessible telephone service to our participants, donors, volunteers, staff and partners. We will train staff and volunteers to communicate over the telephone in clear and plain language and to speak clearly and slowly. We will offer to communicate by other means including letter mail, email or facsimile if telephone communication is not suitable to their communications needs or is not available.</p> <p><u>3. Assistive devices</u></p> <p>We are committed to serving people with disabilities who use assistive devices to obtain, use or benefit from our services. We will ensure that our staff and volunteers are trained and familiar with various assistive devices that may be used by people with disabilities while accessing our</p>	

programs or services.

4. Documentation

We are committed to providing all written communication including letters, forum agreements, receipts, etc. in a format that is accessible to all of our participants, donors, volunteers, staff and partners, without incurring undue hardship for the organization. This may include large print or email. We will answer any questions about the content of any written document in person, by telephone or email.

5. Use of Service Animals and Support Persons

We are committed to welcoming people with disabilities who are accompanied by a service animal in our office, in meetings or in community forums. We will ensure that all staff and volunteers are properly trained in how to interact with people with disabilities who are accompanied by a service animal.

We are committed to welcoming people with disabilities who are accompanied by a support person in our office, in meetings or in community forums. At no time will a person with a disability who is accompanied by a support person be prevented from having access to his or her support person while in our office or attending a forum.

6. Notice of Temporary Disruption

LCCJ will provide participants, donors, volunteers, staff and partners 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 placed at our front door, at the entrance to any forum and on our website.

7. Training for Staff

LCCJ will provide training to all staff and volunteers who deal with the public on our behalf. This training will be provided to staff within 14 days and volunteers within 30 days after they commence their duties.

Training will utilize the Ministry of the Attorney General Training materials and will include the following:

- The purposes of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and the requirements for the customer service standard.
- How to interact and communicate with people with various types of disabilities.
- How to interact with people with disabilities who use an assistive device or require the assistance of a service animal or a support person.
- What to do if a person with a disability is having difficulty accessing LCCJ programs and services.

Applicable staff and volunteers will be trained on policies and procedures that affect the way programs and services are provided to people with disabilities. Staff and volunteers will also be trained on an ongoing basis when changes are made to these policies and procedures.

8. Feedback Process

The ultimate goal of LCCJ is to meet and surpass public expectations while serving people with disabilities. Comments on our services regarding how well those expectations are being met are welcome and appreciated.

Feedback regarding the way LCCJ provides services to people with disabilities can be made by letter, email, voicemail or in person. All feedback should be directed to the Executive Director or a designate who will reply within ten business days.

LANARK COUNTY COMMUNITY JUSTICE PROGRAM	Policy #1.02
SECTION: OPERATIONS	DATE: November 22, 2012
SUBJECT: Complainant Participation in Forums	HISTORY: Original Policy: April 17, 2012
<p>Policy:</p> <ol style="list-style-type: none"> 1. The word “complainant” will now be used instead of “victim” in LCCJ terminology. LCCJ uses the word “complainant” in place of the word “victim” in policy statements and in everyday vocabulary. This aligns with vocabulary used by the Crown and the police. 2. Complainant participation is a priority in all LCCJ forums. In all cases, LCCJ aims to bring together those responsible for an incident with those impacted by it in order to discuss the incident and find a way to heal harm that has resulted. Most of our forums therefore involve an accused and a complainant. 3. In certain circumstances and using the procedures outlined below, a forum may proceed without the complainant, as long as the complainant agrees with the community justice approach. 4. If the complainant does not agree with the community justice approach for their case, the case will be returned to the referring agency. 	
<p>Procedure:</p> <ol style="list-style-type: none"> 1. There are four types of circumstances in which a forum may proceed without the complainant present: <ul style="list-style-type: none"> a. The complainant, after agreeing to attend the forum, does not actually show up for the forum. In this case the forum may proceed or be re-scheduled at the discretion of the facilitator(s) after attempts have been made to contact the complainant and consult with either the Forum Coordinator or the Executive Director. 	

b. The complainant agrees with the community justice approach but is unable to attend the forum

This may be due to geography, illness, handicap, competence, in the military, schedule, parental permission or other reason.

c. The complainant agrees with the community justice approach but is unwilling to attend, because, for example...

- The matter is closed for the complainant
- The matter is too sensitive, the complainant feels too vulnerable
- The complainant fears other facts may be revealed to parents, colleagues or police.

d. There is no complainant or only an indirect complainant

This may be the case when:

- The complainant is unknown (e.g. possession of stolen property), or
- The impact of the incident is not related to a specific individual or group of individuals but rather impacts a larger segment of the population (e.g. Society (breach of condition); School System (truancy); Town or Neighbourhood (mischief).

2. In the above situations (1.b,c,d), the forum may proceed if ...

- a) The facilitator(s), and Forum Coordinator, in consultation with the Executive Director and referring agency believe the community would be best served by holding a community justice forum **and is subject to the approval of the referring agency (Crown, Police).**
- b) In consultation with the Forum Coordinator, facilitators include in the forum someone or something (e.g. a letter, recording etc.) that can speak for the complainant or from the complainant's perspective.

LANARK COUNTY COMMUNITY JUSTICE PROGRAM	Policy #1.03
SECTION: Operations	APPROVED: March 20, 2014
SUBJECT: Confidentiality	HISTORY: April 12, 2004
<p>Policy: Lanark County Community Justice staff and volunteers shall observe these guidelines concerning confidentiality of all information, records and files that may be used to identify forum participants or potential forum participants. All information, records and files are considered confidential and must be protected in accordance with LCCJ's Agreement with the Ministry of the Attorney General pertaining to the <i>Safekeeping and Destruction of Confidential Information</i>; and <i>the Freedom of Information and Protection of Privacy Act</i>, as well as our own internal standards to protect the confidentiality of our clients, staff, students and volunteers.</p>	
<p>PROCEDURE:</p> <p>PART I - GENERAL</p> <p>All facilitators, committee members, students, board members and other volunteers who may have access to confidential information shall be required to sign a <i>Confidentiality Statement</i> as a condition of their participation in our program. Protection of confidentiality is an important element of facilitator training.</p>	
<p>PART II – CASE INFORMATION</p> <p>A. Confidentiality of Case Information</p> <ol style="list-style-type: none"> 1. All information and records pertaining to forum participants shall be kept confidential, whether the participants are adults or youth. Any information that may be used to identify forum participants or potential forum participants is considered confidential and must be protected. Confidentiality protections shall include: <ol style="list-style-type: none"> a) Adequate privacy protections on any email or cell phone communications that may contain identifying information (this includes the use of strong passwords on computers, e-mail programs, cell phones and other devices as well as measures to prevent access to any identifying information by other persons – for example, not leaving detailed phone messages, and not using a shared computer or cell phone); b) Avoidance of case discussions with anyone not directly involved in a forum; 	

- c) Avoidance of the use of participant names, location of incident/s and identifying information during LCCJP Board Meetings, Facilitator Meetings and YJC Committee Meetings;
- d) Avoidance of public places and the use of private meeting places with closed doors for all case discussions, forum preparation and forums (privacy issues such as the proximity of others, soundproofing and the possibility of interruption should be considered);
- e) Requirement for signed confidentiality agreements by forum participants;
- f) Securing of all files, notes & messages containing identifying information (for example keeping all materials in a single folder stored in a discrete location).

B. Forum Confidentiality

1. Agreements: All participants in a community justice forum shall be required to sign a confidentiality agreement as a condition of their participation.
2. Observers: Observers who are not LCCJP volunteers or staff shall not be invited to observe LCCJP forums or forum preparation without the fully informed consent of the forum participants. LCCJP shall first inform forum participants of the identity and purposes of the observer, and any use to which the observer may put the information obtained. Observers shall be required to sign a confidentiality agreement.

C. Possession of case materials by Facilitators

1. Only those facilitators assigned to the case in question and staff shall have access to case file materials.
2. These materials and any copies shall be kept in a locked cabinet or locked case when not in use.
3. Where confidential Information is required for use, or is otherwise not locked in a filing cabinet or secure room, it will at all times be in the custody and under the personal supervision of a volunteer, staff member or student. Where confidential information is required for use, it will not at any times be left on display while unattended.
4. Facilitators shall gather all notes made by forum participants and return them to LCCJP for shredding immediately following every forum and delete all emails and numbers stored on cell phones pertaining to a case upon completion of a forum or return of a case.
5. Facilitators shall return all case materials and notes to LCCJP upon completion of a forum or return of a case.
6. Facilitators may have access to the file stored in the LCCJP office if issues arise subsequent to the forum that requires their involvement.
7. Facilitators and staff shall not use names or identifying information about the participants in a forum during case discussions with other persons not assigned to that forum.
8. Facilitators may have confidential discussions about cases, including the use of identifying information as necessary, with staff.

D. Possession of case materials by LCCJ

1. Facilitators' materials and notes shall be kept in the office file until completion of the agreement or return of case in accordance with the *Safekeeping and Destruction of Confidential Information* as delineated by LCCJ's agreement with the Ministry of the Attorney General.
2. As soon as possible after two years from the date on which the client ceased to participate in the Program LCCJ will:
 - a) Destroy all documents and all other materials containing or reflecting any confidential information, together with any copies, which are in its possession or control and which are in a form capable of destruction;
 - b) Use commercially reasonable efforts to expunge all confidential Information from any computer, word processor or similar device; and
 - c) Provide the Province with written confirmation of compliance with these requirements within 90 days of any destruction.

E. Communication with Forum Participants

1. Facilitators should not convey confidential information from one forum participant to another.

PART III – NON CASE RELATED INFORMATION

Volunteer Information

1. Personal information about volunteers including their names, contact information, applications, evaluations, and all other information contained in a volunteer's file may be viewed by the volunteer to whom it pertains upon request.
2. Staff shall have access to volunteer files for the purposes of program administration. With the exception of the above, volunteer information shall not be released to other volunteers, members of the corporation or members of the public without the permission of the volunteer to whom it pertains.

LANARK COUNTY COMMUNITY JUSTICE PROGRAM	Policy #1.04
SECTION: OPERATIONS	DATE: November 2015
SUBJECT: Conflict of Interest	HISTORY: New Policy March 2005
<p>Policy: Any conflict of interest that may arise in the day-to-day business of Lanark County Community Justice shall be declared immediately and the following procedure followed.</p>	
<p>Procedure:</p> <ol style="list-style-type: none"> 1. If an issue arises that may be a potential conflict of interest, the person concerned must immediately declare it such. 2. The person concerned shall excuse himself/herself from all discussion of the matter and may not participate in any way in decision-making on the conflicted issue. 3. The Board of Directors must make their decisions concerning the issue based on the best interest of the organization, and not on personal gain, personal loyalties or friendship. 	

LANARK COUNTY COMMUNITY JUSTICE	Policy #1.05
SECTION: Operations	DATE: September 18, 2014
SUBJECT: Facilitator Mentorship and Certification	HISTORY: New Policy
<p>Policy:</p> <p>In order to ensure the quality/credibility of Lanark County Community Justice (LCCJ) services in the eyes of both our clients and the community at large, it is important that we have Facilitators who are fully trained and who have the required experience to lead community justice forums.</p> <p>Those involved in LCCJ forum facilitation are committed to a process of continuous learning, reflecting on experiences, giving and receiving peer evaluation and participating at facilitator meetings and training sessions. The following procedures are put in place to assure the Board of Directors and the community that the quality of LCCJ forums is being maintained.</p>	
<p>Procedure</p> <p>Lead Facilitator Certification Process</p> <p>This process outlines the steps for an individual to become certified as a Lead Facilitator:</p> <ol style="list-style-type: none"> 1. <u>Introductory Training</u>: The trainee will successfully complete an LCCJ facilitator-training course and the training required by the Ministry of the Attorney General (MAG). Upon completion of the course(s), the trainer(s) will provide LCCJ with an assessment of the potential of each trainee to become a Facilitator. The completion of the training course does not automatically qualify a candidate as a Facilitator. Should the trainee have received training outside our program, that training will be verified to meet LCCJ standards and will have taken place within two years of entry into our certification process. 	

2. Subsequent Training: The trainee will complete additional training as required by LCCJ or MAG.
3. Observer: The trainee will observe a minimum of three forums, ideally with three different Lead Facilitators. The Lead Facilitators will provide feedback to the Program Coordinator about the potential of the trainee to become a Co-Facilitator. The Program Coordinator will bring any concerns to the Executive Director (ED). Those concerns will be addressed and may result in the trainee not progressing any further in this process.
4. Co-Facilitator: If LCCJ staff and the trainee are both comfortable to proceed to the next step, the trainee will be scheduled as a Co-Facilitator, ideally with different Lead Facilitators, for a minimum of three forums. Using the Facilitator Peer Review Form, the Lead Facilitator will provide the Program Coordinator with timely feedback and evaluation of the Co-Facilitator on their potential to become a Lead Facilitator. The Program Coordinator will bring any concerns to the ED. Those concerns will be addressed and may result in the trainee not progressing any further in this process.
5. Lead Facilitator: If LCCJ staff and the trainee are both comfortable to proceed to the next step, the Co-Facilitator will be certified as a Lead Facilitator. Lead Facilitators are responsible for on-the-job training of trainees regarding scheduling, pre-forum interviews, conducting a forum, and preparing forum agreements; ensuring completion of all relevant paperwork following a forum; providing feedback to the ED on the potential and training needs of Observers and Co-facilitators assigned to them; providing a recommendation regarding certification of trainees as Lead Facilitators; and, attending monthly Facilitator Meetings.
6. Maintaining Active Status: Facilitators are expected to facilitate a minimum of two forums over a twelve-month period in order to remain on the "Active List". If this is not possible, the Facilitator may be placed on an "Inactive List". Should the Facilitator wish to become active again s/he shall normally be required to facilitate one forum with another Lead Facilitator as Co-Facilitator. The Facilitator serving as Co-Facilitator shall provide a recommendation to the Program Coordinator regarding the inactive Facilitator's return to the Active List. The ED, in consultation with the Program Coordinator, is responsible for making the decision regarding this change in status. [See also LCCJP Facilitator Meeting policy].

LANARK COUNTY COMMUNITY JUSTICE	Policy #1.06
SECTION: Operations	DATE:
SUBJECT: Media	HISTORY: March 2004
<p>POLICY: Lanark County Community Justice office staff and volunteers shall observe strict guidelines concerning confidentiality of all information, records and files that may be used to identify forum participants or potential forum participants. All information, records and files are considered confidential and must be protected.</p>	

Procedure

Confidentiality of names of Offenders, Victims and Witnesses under 18 years old.

The *Youth Criminal Justice Act* contains special protections for the identity of young offenders, victims and witnesses as follows:

02.1.1 Identity of offender not to be published

YCJA s.110 (1) Subject to this section, no person shall publish the name of a young person, or any other information related to a young person, if it would identify the young person as a young person dealt with under this Act.

02.1.2 Identity of victim or witness not to be published

YCJA s.111 (1) Subject to this section, no person shall publish the name of a child or young person, or any other information related to a child or a young person, if it would identify the child or young person as having been a victim of, or as having appeared as a witness in connection with, an offence committed or alleged to have been committed by a young person.

02.1.3 No employee or volunteer with LCCJ shall disclose the identity of or any information about any accused, witness or victim of any age for any reason. Precautions shall be taken to ensure the special confidentiality required for youth participation is protected.

Confidentiality of records and information in the LCCJ Offices

All information and records pertaining to forum participants shall be kept confidential, whether the participants are adults or youth. Any information that may be used to identify forum participants or potential forum participants is considered confidential and must be protected

Communication with the media and the public

Any information that may be used to identify forum participants is confidential and shall not be given to members of the media or public, including any potential forum participants. A youth cannot consent to release identifying information to the public or media. A parent or custodian of a youth cannot consent to release identifying information to the public or media.

LCCJ staff will not communicate identifying information about an offence to anyone not previously knowledgeable. Only the forum participants, including the accused, may decide how, when and to whom they wish to communicate information about the offence, as participation in the forum and preparatory work are voluntary.

LCCJ staff shall not communicate any potentially identifying information about forum participants to the media or members of the public.

Because of the confidential nature of our work, inquiries about LCCJ activities from the media or anyone wishing to publish such information shall be directed to the Executive Director or the Chair of the Board of Directors in his/her absence or other representatives designated by the Board of Directors.

All written communications with the media concerning LCCJ, such as media releases, shall be approved beforehand by the Chair of the Board or other representatives designated by the Board of Directors

LANARK COUNTY COMMUNITY JUSTICE PROGRAM	POLICY #1.07
SECTION: Operations	DATE: Feb 20, 2014
SUBJECT: Monthly Facilitator Meetings	HISTORY: New Policy
<p>Policy: Group debriefing and ongoing learning is a critical aspect of being a Volunteer Facilitator, and all volunteers are expected to commit to attending as many team debriefing meetings and as many speaker meetings as possible. Attendance is restricted to registered volunteers and Board members because of confidentiality concerns. Facilitator Meetings are important in order to keep up to date with current policy, refresh procedures and assist in the training of trainees by sharing their experiences.</p>	
<p>Procedure:</p> <ol style="list-style-type: none"> 1. In order to ensure ongoing learning and group debriefing, regular facilitator meetings are held each month except July and August. 2. If the facilitator will not be attending or has not been able to attend facilitator meetings they should contact the Executive Director. We encourage the facilitator to remain in communication with LCCJ if they are not able to attend meetings or if circumstances prevent them from attending meetings. 3. In the event that a facilitator misses numerous meetings without indication as to why they may have missed, the Executive Director or Program Coordinator will contact the facilitator to discuss the volunteer's ability to commit to the requirements of staying current in their skills with the program. Should a facilitator be unable to commit to regular meeting attendance, they can choose to go on or may be placed on inactive status, to be reassessed at a later date. After one year on the inactive list, a facilitator may, at the discretion of the Executive Director in consultation with the facilitator and the Program Coordinator, be required to be an observer before reassuming a lead facilitator role. 	

LANARK COUNTY COMMUNITY JUSTICE PROGRAM	Policy #2.01
SECTION: General	DATE: June 18, 2015
SUBJECT: Abuse	HISTORY: Original Policy May 8, 2006
<p>POLICY</p> <p>1.01 It is the policy of LCCJ that there shall be no abuse or neglect, whether physical, emotional, sexual, verbal or psychological of any children, youth or adults accessing its services. LCCJ expects every volunteer and staff member to take reasonable steps to safeguard the welfare of its participants and to protect them from any kind of maltreatment.</p> <p>1.01 Section 72 of Ontario's Child and Family Services Act (CFSA) states that members of the public, including professionals who work with children, must promptly report any suspicions that a child is or may be in need of protection to a Children's Aid Society. LCCJ requires all staff and volunteers to adhere to the requirements of the CFSA under this policy.</p> <p>1.02 All staff and volunteers must pass a screening process, including a Vulnerable Persons check prior to being involved in any LCCJ activities.</p> <p>2 PURPOSE</p> <p>2.01 The purpose of this Statement of Policy and Procedure is:</p> <ul style="list-style-type: none"> • To maintain an environment that is free from harassment or abuse; • To identify the behaviours that are unacceptable; • To establish a mechanism for receiving complaints; and • To establish a procedure to deal with complaints. <p>2.01 This Statement of Policy and Procedure outlines the procedures to be followed regarding abuse so that employees and volunteers understand their right and obligations under both LCCJ's guidelines and the following governing legislation:</p> <ul style="list-style-type: none"> • Child and Family Services Act, <i>RSO 1990, c C.11</i> • Human Rights Act, <i>RSO1990, c H.19</i> • Criminal Code of Canada, <i>RSC 1985, c C-46</i> <p>3 DEFINITIONS</p> <p>3.01 "Child in Need of Protection": A child who is or who appears to be suffering from abuse and/or neglect.</p>	

- 3.02 “Abuse” is any form of physical, emotional and/or sexual mistreatment or lack of care that causes physical injury or emotional damage to a child. A common characteristic of all forms of abuse against children and youth is an abuse of power or authority and/or a breach of trust.
- 3.03 “Ongoing Duty to Report”: Even if a report has already been made about a child, a further report must be made to the CAS if there are additional reasonable grounds to suspect that the child is or may be in need of protection.
- 3.04 “Child”: In Ontario, the duty to report applies to any child who is, or appears to be, under the age of 16 years, or to children subject to a child protection order who are 16 and 17 years old.
- 3.05 “Physical Abuse” is defined as but not limited to the use of intentional force that can result in physical harm or injury to an individual. It can take the form of slapping, hitting, punching, shaking, throwing, kicking, biting, choking, strangling or the abusive use of restraints.
- 3.06 “Sexual Abuse” is defined as but not limited to any unwanted touching, fondling, observations for sexual gratification, any penetration or attempted penetration with a penis, digital or object of the vagina or anus, verbal or written propositions or innuendos, exhibitionism, or exploitation for profit including pornography.
- 3.07 “Emotional Abuse” is defined as but not limited to a chronic attack on an individual’s self-esteem. It can take the form of name-calling, threatening, ridiculing, berating, intimidating, isolating, hazing and habitual scapegoat blaming.
- 3.08 “Verbal Abuse” is defined as but not limited to humiliating remarks, name-calling, swearing at, taunting, teasing and continual put downs.
- 3.09 “Psychological Abuse” is defined as but not limited to communication of an abusive nature, sarcasm, exploitive behaviour, intimidation, manipulation and insensitivity to race, sexual preference or family dynamics.
- 3.10 “Neglect” is defined as but not limited to any behaviour that leads to a failure to provide services which are necessary such as withdrawing basic necessities as forms of punishment, failing to assess and respond to changes in health status and refusing or withdrawing physical or emotional support.
- 3.11 “Harassment” is defined as but not limited to any unwanted physical or verbal conduct that offends or humiliates, including gender-based harassment. It can be a single incident or several incidents over time. It includes threats, intimidation, display of racism, sexism, unnecessary physical contact, suggestive remarks or gestures, offensive pictures or jokes. Harassment will be considered to have taken place if a reasonable person ought to have known that the behaviour was unwelcome.

4	SCOPE OF RESPONSIBILITY
4.01	This Statement of Policy and Procedure applies to all employees and volunteers, including Board members and facilitators and relates to interactions with and between staff, volunteers and/or program participants.
4.02	All employees and volunteers, and particularly employees in management positions and volunteers in Lead Facilitator positions, are responsible for ensuring that abuse is not tolerated.
4.03	Employees and volunteers have an “ongoing duty to report” promptly to the appropriate Children’s Aid society, and to LCCJP’s Executive Director or Board Chairperson, when they suspect or become aware of alleged actions or complaints of abuse of any child involved in or accessing LCCJP’s services that would cause that child to be “in need of protection”.
5	COMPLAINTS BY PARTICIPANTS OF ABUSE
5.01	LCCJ will take all necessary precautions to protect its employees and volunteers from false allegations of physical, sexual or verbal abuse alleged by program participants. To this end, two volunteers and/or staff will be present at all times during interviews, forums or other meetings with participants. All employees and volunteers will be treated fairly, directly and without prejudice in the event of such an allegation.
5.02	<p>If a participant makes an allegation of abuse against an employee or a volunteer, the following procedures will be followed with the participant:</p> <ul style="list-style-type: none"> • The employee or the volunteer will be immediately removed from the presence of the participant. • A second volunteer or employee will speak with the participant and ascertain the facts and ensure the safety of the participant. Questions to be asked include what happened, do you feel safe, do you want to call the police, do you need medical attention? • Follow through with the wishes of the participant. • Complete an Incident Report as soon as possible. • Inform the Executive Director as soon as possible. • The Executive Director will report the incident to the Chair of the Board of Directors as soon as possible. • The Board and the Executive Director will meet with the accused employee or volunteer within 72 hours to review the incident. The accused person will be removed from any duties until such a review has taken place and will turn over any files, keys, passwords, etc. to the Executive Director. • In the event that the incident is deemed to be founded, possible outcomes may include a reprimand (verbal or written), suspension (with or without pay), counselling or dismissal. • In the event that the incident is deemed to be unfounded, the participant will be refused further services. • If the employee or volunteer wishes to appeal the decision of the Board, they may do so in writing within 30 days.

6. COMPLAINTS BY VOLUNTEERS AND EMPLOYEES OF ABUSE

- 6.01 LCCJ will take all necessary precautions to protect its employees and volunteers from false allegations of physical, sexual or verbal abuse alleged by other employees or volunteers. Staff and volunteers are expected to conduct themselves in a professional and respectful manner at all times. All employees and volunteers will be treated fairly, directly and without prejudice in the event of such an allegation.
- 6.02 If a volunteer or an employee makes an allegation of abuse against another employee or a volunteer, the following procedures will be followed:
- The employee or the volunteer who has been alleged to have committed this act will be immediately suspended (with or without pay) by the Executive Director.
 - The Executive Director will speak with the person making the allegation to ascertain the facts and ensure the safety of the reporting person. Questions to be asked include what happened, do you feel safe, do you want to call the police, do you need medical attention?
 - The Executive Director will follow through with the wishes of the participant and also complete an Incident Report as soon as possible.
 - The Executive Director will report the incident to the Chair of the Board of Directors as soon as possible.
 - The Board and the Executive Director will meet with the accused employee or volunteer within 72 hours to review the incident. The accused person will be removed from any duties until such a review has taken place and will turn over any files, keys, passwords, etc. to the Executive Director.
 - In the event that the incident is deemed to be founded, possible outcomes may include a reprimand (verbal or written), suspension (with or without pay), counselling or dismissal.
 - In the event that the incident is deemed to be unfounded, deliberate false accusations are of equally serious nature and will also result in disciplinary action up to and including termination of the person making the allegation without notice for just cause.
 - If the employee or volunteer wishes to appeal the decision of the Board, they may do so in writing within 30 days.
 - Note that an unproven allegation does not mean that abuse did not occur or that there was a deliberate false allegation. It simply means that there is insufficient evidentiary basis to proceed or that while the complainant may have genuinely had reason to believe that there was abuse, investigation has not borne out the complaint.

7. PROCEDURE INVOLVING THE ABUSE OF A CHILD

- 7.01 An employee or volunteer, who is accused of abusing a child will be immediately suspended, with or without pay, and pending the outcome of an investigation, will if necessary be terminated and reported to the appropriate authorities.
- 7.02 An employee or volunteer who becomes aware of a child who is or may be in need of

protection shall promptly notify the Children's Aid Society and the Executive Director.

7.03 The Executive Director will support the reporting person in assisting the Children's Aid Society with any resulting investigation.

7.04 All details of the file will be kept confidential. Information concerning the child, or action taken as a result of the investigation, will not be released to anyone who is not involved with the investigation in an official capacity.

8 EXPECTATIONS

8.01 All employees and volunteers are expected and encouraged to report any witnessed and/or reported abuse of a participant, volunteer or employee. Any employee or volunteer reporting on another employee or volunteer of abuse or mistreatment will be supported by the Board of Directors.

8.02 All employees and volunteers are expected to cooperate with the authorities on any matters dealing with abuse in any form.

9 RESPONSIBILITIES

9.01 It is the responsibility of the Executive Director to ensure that all staff and volunteers, including the Board of Directors, are familiar with this policy.

9.02 It is the responsibility of the Board Chair to act as the media representative to respond to all inquiries from any media outlets regarding allegations of abuse, and all staff and volunteers are to refer all such inquiries to the media representative.

9.03 It is the responsibility of each employee, volunteer and Board member to read this policy and sign the following statement. If clarification is required on any point, questions can be directed to the Executive Director prior to signing.

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

DATE _____ NAME (printed) _____

SIGNATURE _____

APPENDIX: ATTACHMENT - Section 72 (1) of the *Child and Family Services Act*

72. (1) Despite the provisions of any other Act, if a person, including a person who performs professional or official duties with respect to children, has reasonable grounds to suspect one of the following, the person shall forthwith report the suspicion and the information on which it is based to a society:

1. The child has suffered physical harm, inflicted by the person having charge of the child or caused by or resulting from that person's,
 - i. failure to adequately care for, provide for, supervise or protect the child, or
 - ii. pattern of neglect in caring for, providing for, supervising or protecting the child.
2. There is a risk that the child is likely to suffer physical harm inflicted by the person having charge of the child or caused by or resulting from that person's,
 - i. failure to adequately care for, provide for, supervise or protect the child, or
 - ii. pattern of neglect in caring for, providing for, supervising or protecting the child.
3. The child has been sexually molested or sexually exploited, by the person having charge of the child or by another person where the person having charge of the child knows or should know of the possibility of sexual molestation or sexual exploitation and fails to protect the child.
4. There is a risk that the child is likely to be sexually molested or sexually exploited as described in paragraph 3.
5. The child requires medical treatment to cure, prevent or alleviate physical harm or suffering and the child's parent or the person having charge of the child does not provide, or refuses or is unavailable or unable to consent to, the treatment.
6. The child has suffered emotional harm, demonstrated by serious,
 - i. anxiety,
 - ii. depression,
 - iii. withdrawal,
 - iv. self-destructive or aggressive behaviour, or
 - v. delayed development,

and there are reasonable grounds to believe that the emotional harm suffered by the child results from the actions, failure to act or pattern of neglect on the part of the child's parent or the person having charge of the child.

7. The child has suffered emotional harm of the kind described in subparagraph i, ii, iii, iv or v of paragraph 6 and the child's parent or the person having charge of the child does not provide, or refuses or is unavailable or unable to consent to, services or treatment to remedy or alleviate the harm.

8. There is a risk that the child is likely to suffer emotional harm of the kind described in subparagraph i, ii, iii, iv or v of paragraph 6 resulting from the actions, failure to act or pattern of neglect on the part of the child's parent or the person having charge of the child.

9. There is a risk that the child is likely to suffer emotional harm of the kind described in subparagraph i, ii, iii, iv or v of paragraph 6 and that the child's parent or the person having charge of the child does not provide, or refuses or is unavailable or unable to consent to, services or treatment to prevent the harm.

10. The child suffers from a mental, emotional or developmental condition that, if not remedied, could seriously impair the child's development and the child's parent or the person having charge of the child does not provide, or refuses or is unavailable or unable to consent to, treatment to remedy or alleviate the condition.

11. The child has been abandoned, the child's parent has died or is unavailable to exercise his or her custodial rights over the child and has not made adequate provision for the child's care and custody, or the child is in a residential placement and the parent refuses or is unable or unwilling to resume the child's care and custody.

12. The child is less than 12 years old and has killed or seriously injured another person or caused serious damage to another person's property, services or treatment are necessary to prevent a recurrence and the child's parent or the person having charge of the child does not provide, or refuses or is unavailable or unable to consent to, those services or treatment.

13. The child is less than 12 years old and has on more than one occasion injured another person or caused loss or damage to another person's property, with the encouragement of the person having charge of the child or because of that person's failure or inability to supervise the child adequately. 1999, c. 2, s. 22 (1).

LANARK COUNTY COMMUNITY JUSTICE	Policy #2.02
SECTION: HUMAN RESOURCES POLICY 2.1	DATE: JANUARY 2017
SUBJECT: COMPLAINTS	HISTORY: Original Policy – Grievance – March 2005 Revised – December 2014 Revised –February 2017
<p>PURPOSE: To provide prompt and orderly resolution of complaints or disputes arising during the course of employment, volunteer activity, or program participation</p>	
<p>POLICY: All complaints arising during the course of employment or volunteer activity, or as a result of program participation, will be resolved using a restorative approach and following a well-defined set of procedures. Any staff member, volunteer or program participant may approach the Executive Director and/or the Complaints Committee of the Board of Directors.</p>	
<p>PROCEDURES:</p> <ol style="list-style-type: none"> 1. Parties are encouraged to resolve any problems directly between themselves using restorative approaches. Every effort should be made to resolve these issues within a reasonable time. 2. If the parties are unable to resolve the issue themselves, or if the issues significantly affect the operation of LCCJ, one or more parties may take the issue to the Executive Director for resolution. 3. If the issue is not resolved by the Executive Director (or if it involves the Executive Director), an individual or group complaint may be presented to the Complaints Committee of the Board of Directors. The presentation will clearly identify the issues, steps already taken towards a resolution, and the corrective action sought. 4. The Complaints Committee will consist of the Board Chair and one or two other Board Members. It will be formed and convened by the Board Chair only when needed. 5. The Complaints Committee will make recommendations to the Board based on the presentation of the complaint and other relevant information, and the Board will respond to the complainant(s) within 20 working days of the receipt of the complaint. If an extension is required, all parties will be notified of the reason, and a new deadline set. 6. In the event that the Complaints Committee cannot resolve an issue, or if the complaint is against the Board of Directors, the matter may be taken to a third party mediator for resolution. The decision to incur costs in relation to resolution will be at the discretion of the Board of Directors. 	

LANARK COUNTY COMMUNITY JUSTICE PROGRAM	Policy #2.03
SECTION: Human Resources	DATE: November 21, 2013
SUBJECT: Criminal Record Check with Vulnerable Sector Screening	HISTORY: New Policy
<p>Policy:</p> <ol style="list-style-type: none"> 1. A Criminal Record Check is a precautionary measure designed to ascertain whether potential employees, students or volunteers who are providing direct service to a youth or vulnerable person have a criminal history which could potentially make them unsuitable for certain positions of trust. Such checks can assist our agency in attempting to ensure the safety and well-being of the youth and persons we serve. 2. In accordance with the Ministry of the Attorney General Guidelines, criminal record checks with vulnerable sector screening must be completed for all staff, volunteers (including board members), students and/or contract/consultant personnel who have direct contact with clients. 	
<p>Procedure:</p> <ol style="list-style-type: none"> 1. Requirement: All staff, students, and volunteers (excluding Board Members), must provide a criminal record check, including Vulnerable Sector Screening upon offer of employment or a volunteer position and every five years after or upon renewal of the memorandum of understanding with the Ministry of the Attorney General. 2. Cost reimbursement: Reimbursement for the cost of a criminal record check requested by the agency will be provided to new and current employees. 3. Considerations if criminal record exists: The existence of a criminal record does not necessarily preclude employment, student or volunteer position. LCCJ 	

will consider: the nature of and circumstances surrounding the charges and convictions; restorative and other efforts subsequently made by the candidate and candidate references. Access to clients and file information will be restricted until results are obtained.

4. **Employment offers conditional:** Any offer of employment that may be made prior to the criminal record check results being obtained is conditional upon truthful disclosure and may be terminated when results are obtained if all facts are not disclosed. Access to clients and file information will be restricted until results are obtained.
5. **Obligation to Report any Police Occurrence:** Staff, volunteers and students have an obligation to LCCJ to report any police occurrences/incidents (not necessarily resulting in a charge) during the course of his/her assignment as an agency volunteer, a staff member or student placement. This includes incidents that occur when not volunteering with the agency.
6. **Annual Offence Declaration:** Staff and volunteers will be required to sign a yearly Offence Declaration Form declaring that since their last criminal record check they have had no convictions under the Criminal Code of Canada up to and including the date of the declaration for which a pardon has not been issued or granted under the Criminal Records Act (Canada).
7. **Security of Information:** Any information of the applicant pertaining to the Criminal Record Check/Vulnerable Sector Check obtained by LCCJ will be kept in a sealed envelope in a secure area at the Office with restricted access to protect the rights and confidentiality of the individual.

LANARK COUNTY COMMUNITY JUSTICE	Policy #2.04
SECTION: Human Resources	DATE: March 8, 2016
SUBJECT: Employment Contract – Time in Lieu	HISTORY: Original: November 9, 2010 Revised March 21, 2013
<p>Policy: This policy enables LCCJ to account for a surplus or deficit in hours in relation to the employment contract within the overarching limits of the annual budget. The Executive Director, in the best interests of the program, will authorize any changes to weekly hours of work.</p>	
<p>Procedure</p> <ol style="list-style-type: none"> 1. Upon consultation, the Executive Director may modify the scheduled weekly hours of work to allow for variations in demand. A week shall be defined as Saturday to Friday inclusive. Within any particular week, the employee might work more or less than the contract number of hours. 2. Voluntary participation on committees or boards, social events and other volunteer activities are not considered as additional hours; however, the Executive Director may authorize compensation for such activities if they are deemed to be in the best interest of the program. 3. Employees will keep a bi-weekly record of their time worked and lieu time taken. These record sheets will be reviewed every pay period by the Treasurer or designate. 4. If an employee works more than their contract number of hours in any given week, she or he shall record such additional hours as a surplus and take the equivalent time off in lieu of additional pay within the following 2 week period if possible and reasonable to the operation of the office. 5. If an employee works less than their contracted number of hours in any given week, she or he shall record such time owing and work additional hours within the following 2 week period if possible and reasonable to the operation of the office. 6. Prior approval of the Finance Committee is required should the number of excess or owed hours be anticipated to accumulate beyond one (1) time the weekly contract. 	

LANARK COUNTY COMMUNITY JUSTICE	Policy #2.05
SECTION: Human Resources	DATE: February 20, 2014
SUBJECT: Personal Reference Check Policy	HISTORY: New Policy
<p>Policy: Personal Reference Checks are a precautionary measure designed to ascertain whether potential employees, students, and volunteer facilitators who are providing direct service to a youth or vulnerable person have a work, volunteer or family history which could potentially make them unsuitable for a staff or volunteer position. Such checks can assist our Agency in attempting to ensure the safety and well-being of the persons in our program.</p>	
<p>Procedure:</p> <ol style="list-style-type: none"> 1. All staff, students, and volunteers must provide three references prior to an offer of employment or a volunteer position. 2. The person/s who interviewed the potential candidate will be responsible for contacting references given by the candidate. 3. Only the persons listed by the potential candidate may be contacted for a reference. 4. The existence of a poor reference does not necessarily preclude employment or a student or volunteer position. The Agency will consider the nature of and circumstances surrounding any issue of concern. Where a poor reference arose due to a situation in which restorative efforts were or could have been made, the Agency will consider the extent of these efforts as a mitigating factor. Candidates may be asked to provide further references at the discretion of the Agency. 	

LANARK COUNTY COMMUNITY JUSTICE	POLICIES #2.06
SECTION: HUMAN RESOURCES	DATE: November 2017
SUBJECT: Health and Safety Policy	HISTORY: New Policy 2017
PURPOSE: To prevent illness and injury, and to promote the health and safety of all LCCJ employees and volunteers. To create a framework for responding to any health and safety issues that may arise.	
POLICY: LCCJ shall adhere to all Ontario Occupational Health and Safety requirements. LCCJ shall ensure that the organization, the staff and the volunteers all understand the Health and Safety procedures put in place as well as their responsibilities as they pertain to health and safety in the workplace.	
PROCEDURE: LCCJ shall maintain a Health and Safety Handbook, containing all the Health and Safety procedures pertaining to the organization, staff and volunteers. Each employee and volunteer shall receive a copy of the handbook. Each new employee or volunteer shall be introduced to the handbook and its contents by their supervisor within a week of commencing employment. LCCJ shall provide staff and volunteers with safety training at regular intervals. These trainings shall include information with respect to: <ul style="list-style-type: none"> • Individual and organizational responsibilities • Procedures for reporting health and safety concerns and incidents Staff and volunteers have the right to refuse work that they believe may be unsafe for themselves or someone else, without fear of reprisal. When staff numbers reach 6 Or more, a Health and Safety Committee shall be formed LCCJ shall maintain a Health and Safety Binder for the use of the Executive Director and/or the Health and Safety Committee. Workplace inspections shall be completed on a regular basis, and recorded in the Health and Safety Binder.	

LANARK COUNTY COMMUNITY JUSTICE PROGRAM	Policy #2.07
SECTION: Human Resources	DATE: May 15, 2014
SUBJECT: Staffing	HISTORY: Original Policy: May 12, 2009
<p>Policy:</p> <p>Hiring shall be the responsibility of the Board of Directors (BOD) with support from the Executive Director (ED). Hiring of the ED shall be the responsibility of the BOD with support of the current or interim ED, if appropriate.</p>	
<p>Procedure:</p> <ol style="list-style-type: none"> 1. Upon identification of a vacant position, the Board of Directors (BOD) shall appoint a Hiring Committee. 2. The Hiring Committee may include the Executive Director (ED), the Human Resources Committee (HRC) Chair or other HRC member, one BOD member and in some circumstances one other person. 3. The Hiring Committee shall review the job description, prepare an advertisement, accept and screen applications and interview candidates for the position. The Hiring Committee will decide who will conduct reference checks and at what stage in the process in accordance with the LCCJ Personal Reference Check Policy. 4. Upon closing of the advertisement, the Hiring Committee shall be responsible for replying to all applicants indicating their status in the hiring process and shall prepare a list of interviewees. 5. The Hiring Committee shall seek consensus concerning the successful candidate or if not possible will decide by majority vote. The Hiring Committee shall recommend to the BOD the successful candidate and may recommend the creation of a pool of qualified candidates. The final hiring decision shall be the responsibility of the BOD. 6. The Hiring Committee shall notify the successful candidate. The successful candidate shall be asked to provide a criminal records check with vulnerable sector screening in accordance with the LCCJ Criminal Record Check Policy. 7. The Hiring Committee Chair shall notify all unsuccessful interviewees of the final decision. 	

LANARK COUNTY COMMUNITY JUSTICE	Policy #2.08
SECTION: Human Resources	DATE: February 28, 2017
SUBJECT: Executive Director Performance Review Process	HISTORY: First submitted to the Board for approval Feb. 28, 2017
<p>Policy: The six month probationary and the subsequent annual performance reviews for the Executive Director will incorporate either directly or by reference all of the aspects of the Annual Employee Performance Review Policy, but will focus primarily on the role of the Executive Director in providing leadership and direction in the following areas:</p> <ul style="list-style-type: none"> • Demonstrated understanding of the LCCJ vision, mission and values, reflected in specific examples of how the vision, mission and values are communicated to external stakeholders and the public, are incorporated into program planning, and are reflected in the day-to-day management of the organization. • Demonstrated ability to motivate and inspire employees and volunteers, to provide effective leadership and direction in resolving operational issues, and to ensure program planning is in alignment with the vision, mission and values. • Demonstrated ability to interact positively with other community stakeholders and to build support for the aims and objectives of the organization. • Demonstrated communications skills, including management of the LCCJ web site and social media use, media relations, public speaking, and development of various collateral materials to explain and support LCCJP activities. • Demonstrated ability to manage the finances of the organization in a fiscally responsible manner. • Demonstrated ability to fundraise, including grant writing and community outreach. • Demonstrated ability to work collaboratively with the Board of Directors and committees of the Board, and to provide support, as needed. • Overall dynamic leadership and ability to be responsive and adaptive to new challenges and opportunities for LCCJ. 	

PROCEDURE:

All ED performance reviews will be conducted by the Chair of the Board with one or two other Board members participating, and will include a means by which employee input into ED performance will be considered. This process will be mutually agreed on by both the Chair and the ED, but could include other employees participating in on all or a portion of the performance review, or providing their input to the Chair and other Board members separately.

The six-month performance review will take place no later than 7 months following the start of the probationary period.

The annual performance review will take place at a time to be determined mutually by both the ED and Board chair, but no later than 13 months following the previous performance review.

A performance review can take place at any point in time at the discretion of the Board.

The Board of Directors will be notified following the Performance review and the results of the performance review will be shared (in camera if necessary) and Board members will have an opportunity to ask questions or offer comment on the review process and the outcome.

As incorporated by reference from the Annual Employee Performance Review Policy:

The performance review will only be deemed complete when both parties (the Board and the ED) are in agreement with its contents and have noted clearly if they have disagreed on a specific point. It is essential that the Board-appointed review committee and the Executive Director mutually engage in this process with a shared vision of a respectful, dignified process that holds everyone accountable for their performance, while nurturing an environment of continuous growth and improvement with clear, reasonable expectations.

LANARK COUNTY COMMUNITY JUSTICE PROGRAM	Policy #2.09
SECTION: Human Resources	DATE: New Policy May 2017
SUBJECT: Social Media and Internet Use Personal	HISTORY:
<p>Purpose:To limit any risks that would damage the reputation and credibility of LCCJ and the work it does when posting on any online platform using personal profiles or accounts.</p> <p>Policy: No publication and/or commentary posted on social media using personal profiles and accounts, by any staff or volunteer of LCCJ, shall damage community understanding and awareness of LCCJ and its programs.</p> <p>Procedure: Staff and Volunteers will be informed that all communication they make on social media (including Facebook, blogs, news outlets, websites, tweets, etc.) is public; comments and information must not damage the reputation and credibility of LCCJ. When posting and content concerning LCCJ on any online platform the following guidelines must be followed:</p> <ol style="list-style-type: none"> 1. Under no circumstances will any content breach client confidentiality or disclose any information deemed confidential by LCCJ 2. Absolutely no content that is hate-mongering, inciting violence, racist, sexist, ableist, homophobic, transphobic, or oppressive in any way will be tolerated 3. Where an individual's connection with LCCJ is apparent, it should be made clear that the individual is speaking for themselves and not on behalf of LCCJ 4. Where an individual identifies their affiliation with LCCJ, social media activities should be consistent with LCCJ's high standards of ethical conduct 5. If communication is being made online by staff or volunteers about LCCJ, the individual's connection with LCCJ should be disclosed. 6. Should any staff or volunteers come across any negative or problematic content online about LCCJ, they will notify the Executive Director as soon as possible. 7. LCCJ strongly discourages staff and volunteers from "friending" clients and their support people. In cases where the staff/volunteer is already an online "friend" of a client or their support people, this connection must be disclosed to a staff person at the onset of the process to assign volunteers to a file so that a determination may be made if there is a potential conflict of interest 8. This policy will be reviewed with staff and volunteers on a regular basis as a component of mandatory annual training 9. LCCJ strongly encourages all staff, board members and volunteers to join LCCJ social media groups/pages to "like" and share LCCJ content on a regular basis <p>Any breach of these guidelines may lead to disciplinary action, and may extend to termination of association with LCCJ.</p>	

LANARK COUNTY COMMUNITY JUSTICE PROGRAM	Policy #2.10
SECTION: Human Resources	DATE: New Policy May 2017
SUBJECT: Social Media and Internet Use LCCJ Accounts	HISTORY:
<p>Purpose: To limit any risks that would damage the reputation and credibility of LCCJ and the work it does when posting on any online platform using LCCJ profiles, accounts or name.</p> <p>Policy: All publication and commentary posted on platforms using LCCJ profiles, accounts or name, by any staff or volunteer of LCCJ shall promote and enhance community understanding and awareness of the organization and its programs.</p> <p>Goals:</p> <ul style="list-style-type: none"> • To promote and enhance community understanding and awareness of our organization, including what we do, why we do it, how we do it and how they can support us • To engage in public dialogue about community justice, restorative approaches and practices. Our programs and services, and our organization as a whole • To promote awareness of our events and the work of our community partners 	
<p>Procedures:</p> <p>When posting and content on any LCCJ online platform the following guidelines must be followed:</p> <ol style="list-style-type: none"> 10. Under no conditions will any content breach client confidentiality or disclose any information deemed confidential by LCCJ 11. All content must align with LCCJ organization values, vision, and mission 12. Proper credit must be given when content comes from another source 13. Any and all facts in the content will be verified for accuracy before posting 14. In the event that content which has been posted proves to be mistaken, acknowledgement and correction will be posted immediately 15. Comments from users will be moderated before posting to ensure appropriateness 16. Absolutely no content that is hate-mongering, inciting violence, racist, sexist, ableist, homophobic, transphobic, or oppressive in any way will be tolerated 17. Any social media or internet accounts set up in the name of LCCJ and their content shall be owned by LCCJ, and must be monitored and supervised by the ED <p>Any breach of these guidelines may lead to disciplinary action, and may extend to termination of association with LCCJ.</p>	

Procedure:

Staff and Volunteers will be informed that all communication they make on social media (including Facebook, blogs, news outlets, websites, tweets, etc.) is public; comments and information must not damage the reputation and credibility of LCCJ.

When posting and content concerning LCCJ on any online platform the following guidelines must be followed:

18. Under no circumstances will any content breach client confidentiality or disclose any information deemed confidential by LCCJ
19. Absolutely no content that is hate-mongering, inciting violence, racist, sexist, ableist, homophobic, transphobic, or oppressive in any way will be tolerated
20. Where an individual's connection with LCCJ is apparent, it should be made clear that the individual is speaking for themselves and not on behalf of LCCJ
21. Where an individual identifies their affiliation with LCCJ, social media activities should be consistent with LCCJ's high standards of ethical conduct
22. If communication is being made online by staff or volunteers about LCCJ, the individual's connection with LCCJ should be disclosed.
23. Should any staff or volunteers come across any negative or problematic content online about LCCJ, they will notify the Executive Director as soon as possible.
24. LCCJ strongly discourages staff and volunteers from "friending" clients and their support people. In cases where the staff/volunteer is already an online "friend" of a client or their support people, this connection must be disclosed to a staff person at the onset of the process to assign volunteers to a file so that a determination may be made if there is a potential conflict of interest
25. This policy will be reviewed with staff and volunteers on a regular basis as a component of mandatory annual training
26. LCCJ strongly encourages all staff, board members and volunteers to join LCCJ social media groups/pages to "like" and share LCCJ content on a regular basis

Any breach of these guidelines may lead to disciplinary action, and may extend to termination of association with LCCJ.

LANARK COUNTY COMMUNITY JUSTICE	Policy #2.11
SECTION: HUMAN RESOURCES	DATE: April 2017
SUBJECT: COMPENSATION REVIEW	HISTORY: New Policy April, 2017
PURPOSE: To ensure that LCCJP employees are compensated for their work as fairly as possible	
POLICY: The Board of Directors will review employee compensation at intervals of no more than 18 months. The review will be guided by a defined set of principles.	
PROCEDURES: <ol style="list-style-type: none"> 7. A pay scale for each LCCJ staff position will be established. This pay scale will reflect: <ol style="list-style-type: none"> a. Compensation in comparable agencies for comparable positions. The comparators should be local, non-unionised, non-profit agencies b. Responsibility levels of each position c. Education and experience required for each position d. The scale will be reviewed for cost of living increases annually 8. Decisions about an employee's movement up the pay scale will take into consideration <ol style="list-style-type: none"> a. Fairness to employees (equity of increases) b. Affordability on a sustainable basis of the adjustment in compensation amounts to the organization c. The years of service of the employee d. The performance of the employee as indicated by the annual performance review 	

LANARK COUNTY COMMUNITY JUSTICE	Policy # 3.01
SECTION: Financial	DATE: October 24, 2017
SUBJECT: Electronic Banking	HISTORY: Original Policy: June 9, 2009 Revised March 20, 2012 June 18, 2015
<p>Policy:</p> <p>LCCJ will use on-line electronic banking services in order to expedite the day-to-day financial details of the organization, and to take advantage of the lower costs of electronic processing. Electronic banking presents a greater risk for theft and fraud, and all procedures as outlined in this document must be followed without exception in order to mitigate that risk.</p>	
<p>Procedure:</p> <ol style="list-style-type: none"> 1. The Business Client Card shall be used only for online banking and serves as the account number for online access. It will not be used for any other financial transactions. 2. The Business Client Card and any related bank security devices shall be kept in a secure location. 3. The Treasurer shall approve any new electronic banking supplier prior to the first payment. 4. A monthly statement of account activity shall be presented to the Treasurer, or a Board member designated by the Treasurer, for review and approval. 	

LANARK COUNTY COMMUNITY JUSTICE	Policy #3.02
SECTION: Financial	DATE: October 24, 2017
SUBJECT: Expense Reimbursement	<p>HISTORY:</p> <p>Original: November 12, 2003</p> <p>Revised and approved: October 20 2011</p> <p>April 18, 2011 , April 17 2012 June 18, 2015</p>
<p>POLICY:</p> <p>LCCJ shall reimburse expenses for travel (including meals and accommodation), parking, hospitality and other costs provided that:</p> <ul style="list-style-type: none"> • The expenses have been identified as legitimate and reasonable agency expenses • The expense has received pre-approval when necessary • Appropriate supporting documents are attached to expense claims • The expenses are at the most economical rate that meet the needs of the person 	
<p>PROCEDURE:</p> <p>1. Eligibility:</p> <ol style="list-style-type: none"> Staff, volunteers (including board members) and contracted individuals are eligible for expense reimbursement. If the anticipated cost of an upcoming expenditure is prohibitive for the staff member or volunteer, a request can be made to the Executive Director for pre-payment of this cost by LCCJ. <p>2. Supporting Documentation:</p> <ol style="list-style-type: none"> Expense reimbursement requires the completion and approval of a claim form with receipts attached. The receipt must be the itemized detailed receipt from the supplier and not just the debit or credit card receipt. <p>3. Travel:</p> <ol style="list-style-type: none"> Mode of Travel: Travel costs for LCCJ business shall be reimbursed based on the full cost of the most economical means of travel, based on an analysis of available options and the nature of travel at the time (example: air, rail, personal vehicle, rental vehicle., etc.). No matter what mode of transportation is selected, 	

reimbursement shall be made at the rate that would have been charged for the least expensive option in that mode of travel.

- b. **Meals:** If travel will take the staff member or volunteer away from their home community for four hours or more over a regular meal hour, then a claim for reimbursement for meal costs may be made at a rate mirroring the rate paid by the Ministry of the Attorney General. Tipping to a maximum of 15% may be included where appropriate. At no time will any costs of alcohol be reimbursed.
- c. **Accommodation:** If travel will take a staff member or volunteer away from their home community overnight, then appropriate accommodation costs will be covered on a pre-approved basis. Approval shall be made by the Executive Director, or in the case of travel by the Executive Director, approval shall be made by any member of the Finance Committee. Accommodation must be arranged at a standard rate and not at an upgraded or suite level.
- d. **Mileage Rates:** Mileage for approved travel shall be paid at a rate mirroring the rate paid by the Ministry of the Attorney General.
- e. **Volunteer Travel:** Volunteers shall be reimbursed mileage from their homes to the destination for forums, interviews and any other travel directly related to cases. The case number must appear on the claim form for each trip taken. Volunteers shall be compensated for travel from their homes to and from monthly facilitators' meetings and any other LCCJP business.
- f. **Staff Travel:** Staff shall be reimbursed for travel for business purposes (excluding travel between their homes and their identified workplace). Mileage shall be paid as if the staff member were travelling to and from the LCCJ office to the destination even though staff may be travelling from home or another location, except in cases where the mileage from the other location is less.
- g. **Other:** Any other travel expense claim must be approved by the Finance Committee.

4. Parking:

Parking expenses shall be paid for volunteers, staff members and contractors to attend meetings as well as other necessary activities provided that a claim is not made where suitable free parking was available.

5. Hospitality:

- a. Situations will arise when a staff member or a Board member finds it necessary to provide hospitality in terms of a meal for a sponsor, partner, funder, guest speaker or other person in connection with the business of LCCJ. At no time will the cost of alcohol be reimbursed.
- b. It is the intent of LCCJ to maintain our professionalism in these cases and to treat

our guest(s) as appropriate to the situation. The Executive Director or a member of the Finance Committee may give approval for these expenses.

6. Other Purchases:

Approved purchases are eligible for reimbursement upon submission of a claim form as described above. Whenever possible, separate receipts are preferred when making personal purchases at the same time. Reimbursement of any expenses not covered in this policy must be approved by the Finance Committee.

7. RESOURCES: Ministry of the Attorney General Rates

For ease of calculation of approved rates for mileage and meal claims during travel, correspondence from the Ministry of the Attorney General is attached to this policy indicating current rates that are in effect. This attachment does not form part of this policy, but is provided for information as of April of each year.

LANARK COUNTY COMMUNITY JUSTICE	Policy 3.03
SECTION: Financial	DATE: October 24, 2017
SUBJECT: Spending Limits and Purchasing Policy	HISTORY: Original Policy: May 13, 2008Revision: March 20, 2014, September 17, 2015
<p>Policy:</p> <p>1. Spending Limits</p> <ul style="list-style-type: none"> a. The Executive Director is authorized to make purchases that fall within the LCCJ budget subject to the procedures and limits contained in this policy. b. Purchases that do not relate to budget expenditure lines shall be submitted to the Board of Directors for approval. <p>2. Purchasing:</p> <ul style="list-style-type: none"> a. While price is not always the key determinant, purchases shall consider the most economical option, while prioritizing the use of Lanark County suppliers, if possible. b. A paper record of all purchasing transactions shall be maintained. c. The Executive Director shall be issued a corporate credit card for purchasing use. <p>3. Competitive process for larger purchases or procurements</p> <p>For purchases or procurements over \$5,000, LCCJ shall undertake a competitive process to find the best supplier, considering price, quality and other relevant factors. Documentation shall be maintained of the competitive bid process. The purchase recommendation and rationale shall be reviewed by the Board prior to purchase.</p>	

Procedure

1. Spending Limits

- a. The Executive Director may make, or authorize others to make, purchases of up to \$1,500 that fall within budgeted expenditures.
- b. Proposed purchases which do not conform to the budget shall be processed as follows: the Treasurer (or designate) and the Executive Director shall propose the new expenditure to the Board of Directors for approval.
- c. The Executive Director shall declare any potential conflicts of interest in purchasing or procurements decisions to the Board of Directors.

2. Purchasing:

- a. Documentation (e.g. invoice, receipt, credit card voucher) shall accompany all purchases and expense claims.
- b. Where a direct billing supplier is not available and personal resources are required to make a purchase, the purchaser will annotate the receipt at the time of purchase and attach the receipt to the expense reimbursement form.
- c. If a receipt is not available, reimbursement may be provided on a case-by-case basis. The Executive Director will present a list of any reimbursements made without receipts that total over \$50 (other than for mileage) to the Finance Committee for their information.

3. Competitive process for larger contracts

- a. For contracts over \$5,000, the Executive Director will seek written quotes from three potential contractors and/or provide rationale for why that cannot happen. The decision/recommendation will be based on the full proposal, factoring in the degree to which it meets our needs, value for money, and price.
- b. **Eligibility to bid for services**
Any one is able to bid on LCCJ contracts except a current board member. In accordance with the LCCJ By-Law, in order for former Board Members to enter into a contract with the LCCJ, a minimum of two years must have passed since they were a director. Care will be taken that the LCCJ Conflict of Interest policy is followed.

LANARK COUNTY COMMUNITY JUSTICE	Policy 3.04
SECTION: Financial	DATE: November 2017
SUBJECT: Signing Authority	HISTORY: Original: April 17, 2012 Revision: May 1, 2012 , November 24, 2017
Policy: To reduce risk to the organization, the following procedures shall be followed for the signing of cheques.	
Procedure: <ol style="list-style-type: none"> 4. The board of directors shall designate the Executive Director, the Chair, the Treasurer and two other board members as having the authority to sign LCCJ cheques. 5. Every cheque shall be completely filled out before anyone signs it. 6. Every cheque shall be signed by two people with signing authority. 7. Those with signing authority shall not normally sign a cheque payable to themselves. Should this be needed, the action requires approval by the Treasurer or other signatory. 8. When signing cheques, the person with signing authority shall initial the back-up document to indicate it has been reviewed and confirmed to be valid, appropriate and correct. This includes: <ol style="list-style-type: none"> a) Ensuring appropriate back-up (invoice, expense claim, receipts etc.) is present, b) Validating the invoice/payment as due from LCCJ c) Evaluating amounts on the back-up for reasonableness d) Ensuring the correct amount is paid in accordance with the back-up e) In the case of paycheques, monitoring the status of hours worked under or in excess of contracted hours and making the finance committee aware of any significant change. 	

LANARK COUNTY COMMUNITY JUSTICE	Policy 3.05										
SECTION: Financial	DATE: November 22, 2017										
SUBJECT: Financial Reporting to the Board of Directors	HISTORY: Original policy December 4, 2012 Revised November 22, 2017										
<p>Policy: Ultimate responsibility for the finances of LCCJ rests with the Board of Directors. In order to carry out this responsibility, the Board relies upon the Executive Director to provide regular, reliable information on the status of the organization's finances. The financial records of LCCJ are open for examination by directors at any reasonable time.</p>											
<p>Procedure:</p> <ol style="list-style-type: none"> 1. <u>Role of the Executive Director:</u> The Executive Director is responsible for the day-to-day meeting of financial obligations and for financial record-keeping. The Executive Director shall provide financial updates to the board at each board meeting in absentia of Treasurer 2. <u>Treasurer's Report:</u> The Treasurer shall provide a written report at least quarterly on the work of the Finance Committee and a verbal report monthly. 3. <u>Quarterly Financial Operating Reports:</u> At the end of each quarter (3-month period), the Executive Director shall provide written reports of LCCJ's income and expenses to date that fiscal year. The LCCJ fiscal year starts April 1 and ends March 31 of the following calendar year. The months when the board will receive the reports are as follows: <table> <tr> <th><i>Fiscal Quarters</i></th><th><i>When Board will receive report</i></th></tr> <tr> <td>1st Quarter (April 1 – June 30)</td><td>September</td></tr> <tr> <td>2nd Quarter (July 1 – Sept. 30)</td><td>November</td></tr> <tr> <td>3rd Quarter (October 1 – Dec. 31)</td><td>February</td></tr> <tr> <td>4th Quarter: (Jan. 1 – March 31)</td><td>May</td></tr> </table>		<i>Fiscal Quarters</i>	<i>When Board will receive report</i>	1 st Quarter (April 1 – June 30)	September	2 nd Quarter (July 1 – Sept. 30)	November	3 rd Quarter (October 1 – Dec. 31)	February	4 th Quarter: (Jan. 1 – March 31)	May
<i>Fiscal Quarters</i>	<i>When Board will receive report</i>										
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3 rd Quarter (October 1 – Dec. 31)	February										
4 th Quarter: (Jan. 1 – March 31)	May										

These reports shall provide the Board the following information:

- a. Actual income and expenditures for the year to date
- b. Budgeted income and expenditures for the quarter and year end projections

4. Auditor's Report:

The Board shall receive a copy of the auditor's report no less than 2 weeks prior to the Annual General Meeting so they can review and approve it before the Annual General Meeting.

LANARK COUNTY COMMUNITY JUSTICE	Policy #3.06
SECTION: Financial	DATE: November 2017
SUBJECT: Retention of Records	HISTORY: Original: December 4, 2012 Revised November 22, 2017
<p>Policy: LCCJ shall retain financial records in accordance with the <i>Not-for-Profit Corporations Act</i> and <i>Canada Revenue Agency requirements</i> and any other applicable legislation.</p>	
<p>Procedure:</p> <ol style="list-style-type: none"> All financial statements (“accounting records adequate to enable the directors to ascertain the financial position of the corporation with reasonable accuracy on a quarterly basis”) will be kept for a minimum of six years.<i>[Not-for-Profit Act]</i> <i>[CRA Charities Checklist #2 to #5below.]</i> Financial statements, source documents, and copies of T3010 returns will be kept for six years from the end of the last tax year to which they relate (or if LCCJ charitable status is revoked, for two years after the date of revocation). Source documents include items such as invoices, vouchers, formal contracts, work orders, delivery slips, purchase orders, or bank deposit slips. General ledgers or other books of final entry containing summaries of year-to-year transactions and the vouchers and accounts necessary to verify the entries will be kept for six years from the end of the last tax year to which they relate, for as long as LCCJ is a registered charity (and for two years after the date the charitable registration of LCCJ is revoked and/or for two years after the day the corporation is dissolved). Copies of official donation receipts (other than for 10-year gifts) shall be kept for a minimum of six years from the end of the calendar year in which the donations were made. The following will be kept for as long as LCCJ is a registered charity (and for two years after the date the registration of the charity is revoked and for two years after the day the corporation is dissolved): <ol style="list-style-type: none"> Copies of official donation receipts for 10-year gifts Minutes of meetings of the directors/trustees/executives Minutes of meetings of the members All governing documents and bylaws 	

LANARK COUNTY COMMUNITY JUSTICE PROGRAM	Policy 3.07
SECTION: Financial	DATE: Revised January 2018
SUBJECT: Cash Handling	HISTORY: New Policy September 17, 2015
<p>POLICY:</p> <p>Lanark County Community Justice (LCCJ) requires accurate and responsible cash handling practices to manage funds received and to protect employees and/or volunteers who are charged with this duty.</p>	
<p>PROCEDURE:</p> <p>LCCJ has the following procedures in place for handling cash received:</p> <ol style="list-style-type: none"> 1. All cash received for LCCJ will be acknowledged in writing by way of a duplicate receipt; one copy of the receipt to be given to the person providing the cash and one copy kept by the Executive Director in the financial records. 2. If cash is received “in the field”, an acknowledgement of the receipt of the cash shall be prepared in duplicate and distributed to both parties. 3. Each receipt as per items (1) and (2) above, shall bear: <ol style="list-style-type: none"> a. The date of the receipt of the cash; and b. the amount received, the name of the person giving the cash; and c. the intended purpose of the cash and the signature of the employee or volunteer accepting receipt. d. If the cash is received as full or partial restitution for one of LCCJP’s forums, the case number shall be shown on the receipt as well. 4. At any event where cash is being received we will use the following process: <ol style="list-style-type: none"> a. Two people will staff any area where cash is being received. b. Two people will count the funds received together at the end of the event and include a signed note in the cash box attesting to the total received. c. The cash box will be locked after the counting is complete and given to the Executive Director for safe-keeping until such time as the monies can be deposited. d. The signed note from the cash box shall be attached to the record of the bank deposit as evidence of the source of the funds. 5. Cash received as part of any restitution will be kept in a locked cabinet at the office until the next bank deposit. The receipt will be acknowledged as per # 1 above with appropriate documentation and a cheque will be issued to the recipient of the restitution funds as soon as possible if we are the intermediary. 	

LANARK COUNTY COMMUNITY JUSTICE	Policy 3.08
SECTION: Financial	DATE: January 2018
SUBJECT: 3 rd Party Fundraising Policy	HISTORY: New Policy September 17, 2015
<p>Policy:</p> <p>LCCJ appreciates fundraising initiatives organized by others in support of our organization. This 3rd Party Fundraising Policy outlines the responsibilities of fundraising organizers and seeks to ensure consistent and accurate representation of LCCJ. In addition, we have responsibilities to our major program funders that must be respected by any 3rd parties conducting fundraising on our behalf as well as following the guidelines of the Canada Revenue Agency.</p> <p>3rd Party initiatives will:</p> <ul style="list-style-type: none"> • Be consistent with the mission and values of the LCCJ. • Maintain a positive representation and give LCCJ positive exposure and increased public awareness. • Benefit LCCJ operations and programs. <p>In order for LCCJ to maintain brand integrity and consistency in dealing with the public, LCCJ will have final approval of:</p> <ul style="list-style-type: none"> • Any materials with our name or logo. • Any promotional materials. • Any other sponsors of the initiative. 	
<p>Procedure:</p> <p>1. Criteria:</p> <p>The Executive Director of LCCJ will approve a 3rd Party fundraising initiative based on compliance with the following guidelines, including those regarding sponsors:</p> <ol style="list-style-type: none"> Adequate advance notice, at least three weeks, is provided to LCCJ by mail or email with all details outlined. Consistency of the 3rd Party initiative with LCCJ mission and values. Profitability of the 3rd Party initiative. Positive marketing/public relations exposure for LCCJ. The logo of the Lanark County Community Justice will be used on all promotional material, as provided by the Executive Director. Any organizer of a 3rd party fundraiser agrees to indemnify and hold harmless 	

LCCJ and its Board of Directors, employees and volunteers from any and all claims and liabilities in any way related to the initiative.

2. Guidelines:

3rd Party Initiative organizers will follow these guidelines:

- a) The Lanark County Community Justice name will be used in its full form and may not be shortened to LCCJ in any promotional materials. It is suggested that wording such as *"All proceeds raised at this initiative will be donated to Lanark County Community Justice"* be used on promotional materials.
- b) Lanark County Community Justice logo is the sole property of LCCJ therefore it may only be used with the express permission of the LCCJ. Usage is limited to the approved initiative.
- c) If approved as a 3rd party fundraising initiative, LCCJ will provide signed approval on all promotional materials (brochures, flyers, advertisements, public and media communications, etc.) and commits to providing this approval in a timely manner. All promotional and communications materials must reflect that LCCJ is only the beneficiary of the fundraising initiative. LCCJ cannot appear to be in partnership with the 3rd Party fundraiser, or involved in the organizing, or collaborating with the organizers or their sponsors.
- d) 3rd Party Fundraisers will be requested to provide a list of sponsors who have donated to or sponsored the initiative to allow LCCJP the opportunity to recognize partners in our community. LCCJ will have final approval of sponsors.
- e) 3rd Party initiatives requiring licenses and fees (example raffles, 50/50 sales, etc.) will conform to all government regulations (federal, provincial, municipal) including but not limited to raffle licences and special occasion permits. It is the sole responsibility of the 3rd Party initiative organizer(s) to submit all such applications and ensure permits are in place prior to the initiative being held. 3rd Party initiative organizer(s) are responsible for any fees for these licenses and are responsible for filing post-initiative forms/reports.
- f) LCCJ will not be expected to provide any staffing or volunteer time for any 3rd Party initiative. Our limited capacity prevents us from having official representation at every initiative. Requests for attendance of a representative of LCCJ should be directed through the Executive Director and we will make every effort to have a representative attend. 3rd Party fundraisers will not represent themselves as speaking in any official capacity on behalf of LCCJ.
- g) LCCJ will not underwrite any 3rd Party initiative and LCCJ insurance will not cover 3rd Party initiatives.
- h) 3rd Party initiative organizer(s) will:
 - i. Provide reasonable notice to LCCJ of any 3rd Party initiative cancellation.
 - ii. Will inform LCCJ if the 3rd Party initiative is to benefit other charity

- partners.
 - iii. Will be responsible for any financial losses or unsettled accounts of the 3rd Party initiative.
 - i) 3rd Party initiative organizer(s) will not:
 - i. Name LCCJ in contracts or sign contracts on behalf of LCCJ.
 - ii. Misrepresent the nature of the relationship between the 3rd Party initiative organizer and LCCJ.
 - iii. Convey any commitment or benefit to any party, or imply such commitment or benefit on behalf of LCCJ.
 - j) LCCJ may provide receipts for income tax purposes, for donations incurred through the 3rd Party Initiative, and for which cheques are made out to LJJC and documentation has been provided, and only if said donations are deemed receipt-able by Revenue Canada. LCCJ reserves the right to issue or not issue any receipts at its sole discretion.
3. LCCJ may require a signed contract with 3rd Party Fundraisers.
4. LCCJ may relinquish support of any 3rd party initiative that does not abide by this policy, without any liability or obligation.

LANARK COUNTY COMMUNITY JUSTICE	Policy #3.09
SECTION: Finance	DATE: January 2018
SUBJECT: Level of Reserves	HISTORY: New Policy March 8, 2016
<p>Policy: Good financial management includes planning for unforeseen revenue and/or expense circumstances in the operations of the organization. This policy will set the guidelines and terms under which LCCJ may accumulate reserves to ensure sufficient monies are on hand for fiscal responsibility.</p>	
<p>Procedure:</p> <ol style="list-style-type: none"> 1. In the event there are cost savings or unanticipated general revenues in any fiscal year, the surplus may be allocated to a Reserve Fund. 2. The goal for the accumulated level of reserves will be sufficient funds to cover 25% of the organization's annual operating costs. This amount will allow for time to find additional funding sources to support the organization, or in a worst case scenario, to allow for the orderly dissolution of the organization and disbursement of any assets. 3. The Board of Directors will annually review the status of the Reserve Fund. 	

LANARK COUNTY COMMUNITY JUSTICE	Policy #4.01
SECTION: Governance	DATE: May 15, 2014
SUBJECT: Board of Director Responsibilities	HISTORY: New policy
<p>Policy: The Board of Directors of LCCJ has the following responsibilities:</p> <ol style="list-style-type: none"> 1. Organizational Identity and Planning <ol style="list-style-type: none"> a. Set the organization's mission, vision and values. b. Set high-level, multi-year goals, in collaboration with the Executive Director, staff, volunteers and others. c. Ensure the organization has policies to guide its operations. d. Track organizational progress in relation to the above. 2. Select, Support and Provide Oversight to the Executive Director <ol style="list-style-type: none"> a. Define the role of the Executive Director, recruit the best candidate for this position and if necessary terminate this person's employment. b. Provide the moral and professional support needed by the Executive Director to further the goals of the organization. c. Delegate to the Executive Director authority to manage the operations of the organization. d. Periodically evaluate the Executive Director's performance. 3. Ensure Adequate Resources <ol style="list-style-type: none"> a. Ensure the organization has adequate resources to carry out its mission. b. Work in partnership with the staff to raise funds. 4. Oversight and Accountability <ol style="list-style-type: none"> a. Ensure the organization complies with its commitments to funders and others. b. Ensure the organization has an annual budget and that it operates within it. c. Ensure compliance with legal and other requirements. 5. Advocacy <ol style="list-style-type: none"> a. Speak for the organization, for restorative justice, and for the community as needed. 6. Serve as highest decision maker <ol style="list-style-type: none"> a. Within the complaints process, serve as final decision-maker in human resource matters. 7. Governance and Board Health <ol style="list-style-type: none"> a. Hold board and members' meetings in accordance with the by-law. b. Support board recruitment, continuity, performance, learning and anything else required for the board to carry out its duties. 	