

# Volunteer Policy Guidelines Handbook

Supporting Safe, Respectful, and Effective Volunteer Engagement



## Policies & Procedures: Human Resources

<b>HR-33 Statement of Mission, Principles and Services</b>	
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### CCI Ottawa

- Promotes and facilitates the reception of newcomers to Canada;
- Sensitizes the community to address newcomers' needs and invites it to respond and
- Assists newcomers in realizing their full potential in Canadian society.

### We are Guided by the Following Principles:

- Commitment to social justice in all policies, programs and services;
- Provision of assistance to newcomers regardless of race, national or ethnic origin, religion, gender, age, social and spiritual dimensions of the person;
- Use of approaches that are empowering, client-centred, and that address the physical, psychological, social and spiritual dimensions of the person;
- Recognition of the central importance of the human resources of the Centre – volunteers, staff and members;
- Commitment to provide services in both official languages;
- Provision of multilingual services to newcomers;
- Commitment to work with related agencies, community organizations, and various faith groups, especially the parishes of the area; and
- Accountability to stakeholders – members, funders, creditors, and the community.

### Our Services to Newcomers Include:

- Temporary accommodations and housing assistance;
- Orientation, settlement and integration;
- Language and cultural interpretation;
- Intercultural counselling, hosting and community support;
- Community development, education and outreach; and
- Employment search.



## Policies & Procedures: Human Resources

### HR-34 Confidentiality Policy

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#### Policy

All employees are required to comply with the CCI Ottawa confidentiality agreement.

#### STATEMENT OF CONFIDENTIALITY

I, the undersigned, do willingly promise to hold in confidence all matters that come to my attention while serving as a volunteer/board member/staff member at **CCI Ottawa**. I will respect the privacy of volunteers/staff/clients/residents, etc. with whom I work. I agree to honour and follow all the established policies, guidelines and procedures of the Agency. Furthermore, I will use in a responsible manner information gained in the course of my service at your facility.

#### ÉNONCE DE CONFIDENTIALITÉ

Je, soussigné(e), promets volontiers de garder confidentiellement tout ce dont je prendrai connaissance pendant mes fonctions comme bénévole/membre du conseil d'administration/membre du personnel au **CCI Ottawa**. Je promets de respecter la vie privée des bénévoles/du personnel/des clients/des résidents etc. avec qui je serai en contact. Je consens aussi à honorer et suivre toutes les politiques, les procédures et les directives déjà établies dans cette agence. De plus, j'emploierai avec discrétion tout renseignement reçu au cours de mes services dans cet organisme.



## Policies & Procedures: Human Resources

### HR-35 Conflict of Interest Policy

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#### Policy

All employees shall comply with the Conflict of Interest Guidelines approved by the Board of Directors on June 24, 1996.

Every employee and volunteer is in a fiduciary relation with CCI Ottawa and is obligated to act in the utmost good faith towards CCI Ottawa in dealing with it or on its behalf. No Board member, employee or volunteer shall place themselves in a position where there is a potential conflict between their duties as an employee or volunteer and their other interests. A conflict will be deemed to exist where a volunteer or employee's actions fall within the definition of a conflict of interest, as detailed below. Where contracts with funders stipulate conflict of interest terms, the more stringent CCI Ottawa Policy or contractual terms shall apply.

#### Definitions

**Conflict of Interest:** A conflict of interest exists where a CCI employee or volunteer, through their actions or their involvement with the organization, has either:

- a. The potential for direct or indirect pecuniary advantage, whether for themselves or related individuals or
- b. The potential for compromising the best interests of the organization.

**Related Individuals** mean the spouse or common-law partner, child, sibling, parent, grandparent, grandchild, parent-in-law, stepparent, stepchild, nephew, niece, and other household members and business partners.

**Volunteer**, when used in this Policy, includes Board members, volunteer members of the Board and other agency committees, hosts and others who assist CCI Ottawa in any other capacity on a volunteer basis.

#### Conflict of Interest and the Centre as a Whole

Members of the Board, other volunteers, and staff should conduct themselves to avoid a conflict of interest (e.g. financial interests' contraction with staff or Board members, Management/staff relations, employment conflicts) between their interests and those of the Centre as a whole.

#### Conflict of Interest with Clients

##### Confidentiality

Information revealed by a client to a staff member, volunteer or Board member should never be revealed outside the Centre except with the client's consent. In situations of potential or real conflict of interest, the confidentiality of information the client provides should be honoured with great care.



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### HR-35 Conflict of Interest Policy

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#### Board Members and Conflict of Interest

A member of the Board (or volunteer member of a Board Committee) who becomes aware of a possible conflict of interest should discuss it with the Board President and/or the CEO as soon as possible.

The member should make a declaration of a possible conflict of interest at the earliest meeting of the Board.

If an individual member feels more comfortable discussing a potential conflict of interest with the Executive Committee, they may disclose the conflict to the Executive Committee. The determination of whether or not a conflict exists and what should be done about it, may be made by the Executive Committee in consultation with the Board.

#### Staff and Conflict of Interest

The Employer believes that an employee's professional loyalty is to the Employer and that the employee must adhere to the principles of fairness, honesty and integrity. To maintain these high standards of conduct, the following guidelines have been prepared:

Employees must disclose any conflict of interest or potential conflict of interest in writing and must also disclose, in writing, relevant information concerning any activities and financial dealings which may affect the Employer.

#### Principles

1. Public Confidence and Trust  
Through conduct and action, employees/volunteers must assure the public that the Agency is acting with integrity, particularly with regard to the handling of public funds.
2. Public Interest  
Employees must arrange their affairs to avoid real, potential or apparent conflicts of interest. If there is a conflict, it will be resolved in the Agency's interest.
3. Hospitality, Gifts and Other Benefits  
Employees will not solicit or accept gifts or other benefits which may influence their conduct at work. Small tokens of appreciation, however, such as flowers, chocolates and greeting cards, may be accepted.
4. Funding  
Employees, through the conduct of their duties as CCI staff, will not seek to influence an agency funder to financially support any outside organization in which they hold membership.



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5. Preferential Treatment

Employees will not exceed their official duties to assist funders or their representatives, which might result in preferential treatment for an outside organization in which the employee holds membership.

6. Personal Advantage Through Information

Employees will not take personal advantage of or benefit any outside organizations in which they hold membership from confidential agency information.

7. Agency Property and Staff

Employees will not use or allow the use of agency property to conduct outside activities. Employees will not ask other agency staff to perform duties on agency time that would benefit any outside organization in which they hold membership.

8. In the official performance of the Centre's duties and responsibilities, a board member shall represent only CCI Ottawa's interests. They will, therefore, be divested of vote and voice on all matters which may be seen to potentially benefit any organization or individual with whom they are professionally or voluntarily associated.

9. Board members shall not allow themselves to be influenced in conducting agency duties and responsibilities by plans for or offers of employment.

Employees and members of their immediate family must not have any direct or indirect interest (financial or otherwise) in the assets, leases, business transactions, or activities of the Employer.

Employees must not act on behalf of the Employer in transactions or activities in which they have any personal interest.

Employees must not accept any remuneration, other than their regular compensation, for doing business on behalf of the Employer unless otherwise approved.

Employees must obtain approval from the Employer before acting in any public capacity on behalf of the Employer or before publishing any work about the Employer.

Employees must not use proprietary or confidential information obtained during employment for personal benefit.

Employees must obtain approval from the Employer prior to soliciting political or charitable contributions from other employees.



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Employees must obtain written approval prior to seeking public office.

### **Volunteers and Conflict of Interest**

Volunteers generously offer their time to the Centre in a wide range of capacities: as interpreters, escorts, receptionists, hosts, income tax advisors, etc. The procedures for dealing with a conflict may vary depending on the circumstances.

### **Consultants/Contractors and Conflict of Interest**

Consultants and/or contractors must sign an undertaking indicating compliance with these guidelines.

### **Guidelines are Guidelines**

These are guidelines, not amendments to the by-laws or any existing Board policies. As such, they can be adopted by the Board without limiting the Board's right to resolve specific problems in accordance with the merits of individuals' cases.



## Policies & Procedures: Human Resources

### HR-23 Client Interaction Policy

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#### Introduction

The nature of CCI Ottawa's work involves daily contact with clients. This Policy will ensure that staff, volunteers and students understand their obligations and the appropriate boundaries for client interactions as they carry out their daily activities. The purpose of establishing and maintaining boundaries is to promote the well-being, safety and security of the staff, volunteers, students and the client, as well as create a safe and predictable environment which allows the client to optimize their growth, change, and safety. Staff, volunteers and students should always ensure that wellness and safety and security procedures are adhered to when dealing with clients and their belongings.

#### Application

This Policy applies to all staff, volunteers and students of CCI Ottawa. In performing their duties, staff, volunteers and students are expected to know and comply with the rules and regulations established in the Client Interaction Policy, which will be provided during their orientation. Failure to comply with this Policy will result in disciplinary action up to and including termination.

#### Definitions

**Staff** is someone who is working for and receives a paycheque from CCI Ottawa. This includes all full-time, part-time and casual staff.

**Client** is someone who is using or has used the services of CCI Ottawa during the past two years.

**Student** is someone who is serving a placement through CCI Ottawa as a part of their academic requirements.

**Volunteer** is someone who registered as part of the volunteer program. This may include an individual, a group or someone volunteering as a requirement under a Community Service Order.

**Boundaries** are the parameters that allow us to differentiate ourselves from others and maintain a sense of self. Boundaries define the edge of appropriate behaviour and provide the physical and emotional limits of the relationship between the *caring* staff, volunteer or student and *trusting* client. Boundaries help to establish clear roles and expectations. They serve to protect and preserve the integrity of the services offered to clients by CCI Ottawa.

#### Procedure

While staff, volunteers and students are expected to treat clients with respect and courtesy, they must refrain from developing or encouraging the development of personal relationships with clients. A staff/volunteer/student/client relationship must be kept professional at all times on and off CCI Ottawa premises.



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All off-premises activities involving clients, staff, volunteers or students must be pre-approved by the appropriate CCI Ottawa Manager. At no time should staff, volunteers or students be off the premises with a client for purposes other than the business of CCI Ottawa.

Staff, volunteers and students must also be aware of what actions or activities cross the boundaries. Boundary crossings are interactions between a staff member, volunteer or student and the client in which more of the “person” enters the relationship. Staff, volunteers or students must be mindful of the impact the boundary crossing has on themselves, the client and CCI Ottawa. It must be remembered that there is an inherent power imbalance between staff, volunteers and students, as well as between those served by CCI Ottawa.

More specifically:

- Staff, volunteers and students are asked not to fraternize with clients during off-hours. This includes inviting clients home, employing clients, engaging in business transactions with clients, associating with clients during off-hours, including accepting phone calls from them at home or asking clients for favours.
- Staff, volunteers and students are asked not to spend longer than usual/necessary with a client.
- Staff, volunteers and students are asked not to give, buy, borrow, receive, sell or lend money or items to clients either on or off CCI Ottawa premises unless pre-approved by the CEO or Director of Operations.
- Staff, volunteers and students are asked not to provide or share personal information about themselves, staff, volunteers, students, or other clients to clients. The issue with self-disclosure is not whether or not it occurs, by the content of what is disclosed and the impact the disclosure has on the client.
- Physical contact of any kind with clients may be misinterpreted and should be avoided unless essential to performing their duties.
- Staff, volunteers and students must not engage in any intimate or otherwise non-professional relationship with a client or behaviour that is perceived to be sexual in character or actual sexual contact with a client.
- It is the Policy of CCI Ottawa that no physical, aggressive contact be used to diffuse a client situation. Unless the safety and security of the client, the staff, volunteer or student are at absolute risk, proper calming and diffusing techniques should be employed.

### **Interactions with Clients Disclosure**

When a situation arises where a staff, volunteer or student is faced with a real or perceived inappropriate interaction with a client or this Policy and/or that of CCI Ottawa, they are expected to disclose the potential conflict either to their Manager or the CEO and to take action to avoid it. If in doubt, the staff, volunteer or student should discuss the situation with their Manager and CEO and make a prompt and full disclosure orally or in writing to their Manager and CPO of any actual or potential inappropriate interactions with themselves or another staff, volunteer or student with a client.



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This disclosure should include:

- A description of the actual or potential interaction.
- The nature of the direct or indirect personal interaction.
- The identity of the person(s) in which the interaction lies.

The Manager and CPO must then decide if an actual or potential conflict exists and whether or not any action needs to be taken to eliminate it. The Manager must keep a record of discussion and should ensure that all such reports and their decisions are appropriately filed.

Any client also has the right to register a concern about inappropriate behaviour from a staff. These issues must be brought forward to the appropriate manager immediately, and a report must be filed.

### Code of Ethics

Along with the core competencies, all staff, volunteers and students who have contact with clients should abide by the following suggested code of ethics, which is consistent with those of the Canadian (1994) and United States (1980) Social Work Associations and OCISO (2001). The code of ethics is presented with the understanding that specific conduct will be further guided by professional judgment and circumstances.

1. A settlement practitioner's primary responsibility is to the client, and the practitioner must, therefore, avoid or declare any conflict of interest.
2. A settlement practitioner shall respect the privacy of clients and hold in confidence all information obtained in the course of service provision unless explicitly and appropriately authorized to do otherwise.
3. A settlement practitioner shall make every effort to foster maximum self-determination on the part of the client.
4. A settlement practitioner shall not exploit the relationship with a client for personal benefit, gain, or gratification.
5. A settlement practitioner shall carry out their professional duties and obligations with integrity and objectivity.
6. A settlement practitioner shall maintain competence and promote excellence in providing settlement services to a client.
7. A settlement practitioner shall advocate change in the best interest of the client and for the overall benefit of society.
8. A settlement practitioner shall model and promote an inclusive society free of racism and all forms of discrimination.
9. A settlement practitioner shall uphold the employing organization's vision, goal and objectives.



## Policies & Procedures: Human Resources

<b>HR-25 Respect in the Workplace Policy</b>	
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### RESPECT IN THE WORKPLACE

CCI Ottawa is committed to providing and maintaining a work environment that is respectful of everyone and free of discrimination and harassment. All individuals are treated with respect and dignity, can contribute fully, and have equal opportunities.

### COMMITMENT TO HUMAN RIGHTS

CCI Ottawa is fully committed to protecting and promoting all the rights established by the Human Rights Code, R.S.O. 1990, c. H.19 ("Code"). CCI Ottawa takes all necessary steps to ensure that all employees are treated equally and that no employee is discriminated against because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, a record of offences, marital status, family status or disability or any other enumerated ground under the Code (collectively referred to as "Protected Groups").

If a claim of harassment or discrimination is proven, disciplinary measures, up to and including termination of employment, may be applied.

CCI Ottawa is committed to a comprehensive strategy to address harassment and discrimination, including:

- Providing training and education to ensure workers know their rights and responsibilities.
- Regularly monitoring organizational systems for barriers relating to protected grounds.
- Providing an effective and fair complaints procedure.
- Always promoting appropriate standards of conduct.

This policy applies to any person in the workplace, including workers, managers, consultants, independent contractors, and others with whom employees interact, like clients, vendors, and members of the public, as applicable. This is defined as "Covered People."

### Scope

The Respect in the Workplace Policy outlines how CCI Ottawa employees should treat each other and others we interact with in the workplace and as representatives of the Company.

The Policy adheres to the Code and should be read in conjunction with other applicable policies. Discrimination, Harassment, Sexual Harassment and Workplace Violence are strictly prohibited.



## Policies & Procedures: Human Resources

### HR-26 Harassment Policy

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#### Policy

CCI Ottawa is committed to providing a working environment where everyone is treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal opportunities and prohibits violence and harassment. Employees found to have harassed another individual may be subject to disciplinary action. This includes any employee who interferes with resolving a harassment complaint; retaliates against an individual for filing a harassment complaint, or files an unfounded harassment complaint intended to cause harm.

#### Application

This Policy applies to all current employees of CCI Ottawa, including full and part-time, casual, contract, permanent and temporary employees and volunteers. This Policy also applies to job applicants.

This Policy applies to all behaviour that is in some way connected to work, including during off-site meetings, training and business trips.

#### Definitions

Workplace harassment is defined in the OHS Act as "engaging in the course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome" and includes workplace sexual harassment.

The comments or conduct typically happen more than once. They could occur over a relatively short period (for example, during the course of one day) or a longer period (weeks, months or years). However, there may be a situation where the conduct happens only once, such as an unwelcome sexual solicitation from a manager or Employer.

The OHS Act defines workplace sexual harassment as:

- Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome or
- Making a sexual solicitation or advance where the person making it is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

This definition of workplace sexual harassment is similar to the prohibitions on sexual harassment and sexual solicitation found in Ontario's Human Rights Code.

***This Policy will be reviewed and updated as required.***



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<b>HR-26 Harassment Policy</b>	
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Any reasonable action taken by management to carry out its responsibilities in areas including, but not limited to, counselling, performance review, employee relations and implementing disciplinary measures up to and including termination is not workplace harassment.

Supervisory or management reviews and constructive criticism about an employee's performance are not harassment, unless conducted in such a way that berates, belittles and/or bullies the employee.

### **Harassment is:**

Harassment means a course of comments or actions known or expected to be unwelcome. It can involve words or actions that are known or should be known to be offensive, embarrassing, humiliating, demeaning or unwelcome, based on a ground identified by this. Examples of harassment include:

- Epithets, remarks, jokes, or innuendos related to a person's race, gender identity, gender expression, disability, sexual orientation, creed, age, or other grounds.
- Posting or circulating offensive pictures, graffiti, or materials in print, via email, or other electronic means.
- Singling out a person through humiliation or demeaning "teasing" or jokes because they are a member of a protected group.
- Ridiculing a person because of characteristics that are related to discrimination. For example, this could include comments about a person's dress, speech or other practices related to their race, gender identity or creed.

This list of behaviours is an example and is not exhaustive.

### **Sexual Harassment is:**

- a) Engaging in vexatious comments or conduct against an employee in a workplace that is known or ought to be known to be unwelcome or
- b) Workplace sexual harassment.

The following behaviours are examples of workplace harassment:

- Offensive or intimidating comments or jokes.
- Bullying or aggressive behaviour.
- Displaying or circulating offensive pictures or materials.
- Inappropriate staring.
- Workplace sexual harassment.
- Isolating or making fun of an employee because of gender identity.
- Making gestures that seek to intimidate and engaging in reprisals.
- Discrediting a person, spreading rumours, ridiculing, humiliating them, calling into question their convictions or private life, shouting abuse.



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- Belittling a person, forcing them to perform tasks below their skill, and simulating professional misconduct.
- Preventing a person from expressing themselves, yelling at them, threatening them, constantly interrupting, and prohibiting them from speaking to others.
- Isolating a person; no longer talking to them, denying their presence, distancing them from others.
- Destabilizing the person, making fun of their convictions, tastes, and political choices.

This list of behaviours is an example and is not exhaustive.

### **All Employees are expected to:**

- Maintain a high standard of behaviour and set a personal example;
- Work in compliance with this Policy;
- Raise any concerns about workplace violence, harassment, or abuse and report any incidents.

### **CCI Ottawa is responsible for:**

- Providing all employees with a harassment-free workplace.

### **Reasonable Accommodation**

CCI Ottawa is further committed to providing reasonable accommodation, up to the point of undue hardship, to an employee who may require accommodation because of their membership in one or more Protected Groups.

An employee is required to participate in the accommodation process by providing CCI Ottawa with information necessary to facilitate appropriate accommodation and accept reasonable accommodation offered by the Company. An employee's failure to cooperate in the accommodation process may result in the request for accommodation being denied.

Employees who believe they have been discriminated against or denied accommodation contrary to this Policy should report this concern to the HR Department without fear of reprisal.

### **CEO & Human Resources are Responsible for:**

- Ensuring that this Policy is applied in a timely, consistent and confidential manner.
- Determining whether or not allegations of harassment are substantiated.
- Determining what corrective action is appropriate where a harassment complaint has been substantiated.



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### Supervisors are Responsible for:

- Fostering a harassment-free work environment and setting an example about appropriate workplace behaviour.
- Communicating the process for investigating and resolving harassment complaints made by employees.
- Dealing with harassment situations immediately upon becoming aware of them, whether or not a harassment complaint has been made.
- Taking appropriate action during a harassment investigation, including separating the parties to the harassment complaint, when appropriate.
- Ensuring harassment situations are dealt with in a sensitive and confidential manner.

### Employees Can Expect:

- To be treated with respect in the workplace.
- That reported harassment will be dealt with in a timely, confidential and effective manner.
- To have their rights to a fair process and confidentiality respected during a harassment investigation; and
- To be protected against retaliation for reporting harassment or cooperating with a harassment investigation.

There will be **no retaliation or reprisal** against an employee, volunteer, or client for good faith reporting of incidents under this Policy. Any retaliation or reprisal is subject to the same complaint procedures outlined in this Policy.

### Procedures for Addressing a Harassment Complaint

#### Filing a Complaint

An employee may file a harassment complaint by contacting the Human Resources Department. The complaint may be verbal or in writing. If the complaint is made verbally, the Human Resources Manager will record the details provided by the employee.

The employee should be prepared to provide details such as what happened, when, where, how often, and who else was present (if applicable).

Complaints should be made as soon as possible but no later than within one year of the last incident of perceived harassment unless circumstances prevent the employee from doing so.

The Human Resources Manager will tell the person that the harassment complaint has been made against, in writing, that a harassment complaint has been filed. The letter will also provide details of the allegations that have been made against them.



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Every effort will be made to resolve harassment complaints within 30 days. If this is not possible, the human resources manager will advise both parties why. If either party to a harassment complaint believes that the complaint is not being handled in accordance with this policy, they should contact the CEO.

### Investigation

Individuals with the necessary training and experience will handle all investigations. In some cases, an external consultant may be engaged for this purpose.

The investigator will interview the person who made the complaint, the person the complaint was against and any witnesses that have been identified. All people interviewed will have the right to review their statement, as recorded by the investigator, to ensure its accuracy.

The investigator will prepare a report that will include:

- A description of the allegations.
- The response of the person the complaint was made against.
- A summary of information learned from witnesses (if applicable); and
- A decision about whether, on a balance of probabilities, harassment did occur.

This report will be submitted to the CEO.

### Substantiated Complaint

If a harassment complaint is substantiated, the CEO will decide the appropriate action.

Remedies for the harassed employee may include an oral or written apology, compensation for lost wages, and compensation for lost employment benefits such as sick leave. Corrective action for the Employee found to have engaged in harassment may include a reprimand, a suspension, a transfer, a demotion, and/or dismissal.

### Record-Keeping

The Employer will keep records of the investigation, including:

1. A copy of the complaint or details about the incident.
2. A record of the investigation, including notes.
3. A copy of the investigation report (if any).
4. A summary of the investigation results provided to the worker who allegedly experienced the workplace harassment and the alleged harasser, if a worker of the Employer.
5. A copy of any corrective action taken for the complaint or incident of workplace harassment.

All records of the investigation will be kept confidential. The investigation documents, including this report, should not be disclosed unless necessary to investigate an incident or complaint of workplace



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harassment and take corrective action or otherwise as required by law. Records will be kept for 5 years from the time of the incident.

### **Related Legislation**

- *Human Rights Code*, RSO 1990, c H. 19
- *Occupational Health and Safety Act*, RSO 1990, c O.1



## Policies & Procedures: Human Resources

### HR-27 Violence & Abuse in the Workplace Policy

Approved / Last Reviewed: April 2025

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#### Policy

CCI Ottawa is committed to building and preserving a safe working environment for its workers, volunteers and clients. CCI Ottawa will take every reasonable precaution and implement measures to prevent violence and abuse and protect them from potentially violent and abusive situations in the workplace. As such, this Policy prohibits physical or verbal threats, intimidation, abuse or violence in the workplace to minimize the risk of injury or harm resulting from violence and abuse to CCI Ottawa workers, volunteers and clients. Our organization maintains a zero-tolerance policy toward any form of workplace abuse, including harassment, bullying, violence and discrimination.

#### Definitions

**Workplace** refers to any location where the work of the organization is performed.

#### Workplace violence means:

- a) The exercise of physical force by a person against another person in a workplace that causes or could cause physical injury.
- b) An attempt to exercise physical force against another person in a workplace that could cause physical injury.
- c) A reasonable statement or behaviour for a person to interpret as a threat to exercise physical force in a workplace that could cause physical injury.

#### Workplace abuse means:

- a) Verbal Abuse- Use of harsh, insulting, or demeaning language, including yelling, name-calling, or belittling comments.
- b) Emotional or Psychological Abuse- Manipulation, gaslighting, or repeated actions that undermine a person's self-esteem, confidence, or sense of safety.
- c) Physical Abuse- Any act of physical aggression, such as hitting, pushing, or threatening physical harm.
- d) Sexual Abuse or Harassment- Unwanted sexual advances, comments, gestures, or physical contact of a sexual nature that create a hostile work environment.
- e) Power or Authority Abuse- Misuse of one's position to intimidate, coerce, or unfairly control others—e.g., threatening job loss for personal gain or favoritism.

#### Authority

The ultimate responsibility and authority for applying this Policy rests with the CEO and designate(s).



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### **Implementation**

The Policy will be posted in a conspicuous workplace location and reviewed by the Human Resources Committee as often as necessary, but at least annually. The Policy will become part of the Human Resources Policy Guidelines, which are given to each worker at the start of employment.

The Joint Wellness and Safety Committee (JHSC) will include risk assessment of workplace violence in their semi-annual workplace inspections and report to the Human Resources Committee. The CEO or designate will receive the report from the JHSC and ensure that appropriate measures are in place to mitigate any identified workplace violence risk.

### **Reporting and Investigation**

Workers shall not be subjected to reprisal for good faith reporting of workplace violence & abuse or a risk of workplace violence & abuse.

### **Reporting Incidents of Violence & Abuse**

If an incident of violence or abuse occurs in the workplace, the worker who has experienced or witnessed the violence or abuse will immediately advise their immediate supervisor and the CEO or designate. The worker may also contact other authorities, such as police services or a Children's Aid Society (CAS).

The CEO or designate will respond promptly, assess the situation and ensure that interventions occur as appropriate in the circumstances, including possible referrals for further assistance.

The CEO or designate will inform the worker who made the report of the outcome of the investigation. The CEO will also notify the Board of Directors about the reported incident and the outcome of the investigation.

The CEO or designate will document all reports of workplace violence and abuse and the measures CCI takes to address them. All records of violence reports, and subsequent investigations, are considered confidential and will only be disclosed as required by law.

### **Reporting a Risk of Violence & Abuse**

Workers will report information about any risk of an encounter with a person having a history of violent or abusive behaviour to their immediate supervisor and the CEO or designate.

The CEO or designate who investigates a report will ensure communication of potentially dangerous situations to all staff potentially affected.



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### **Special Circumstances**

Should a worker have a legal court order (e.g., restraining order or “no-contact” order) against another individual, they are encouraged to notify their supervisor and supply a copy of that order to the CEO or designate. Such information shall be kept confidential.

### **Disciplinary Measures**

A worker who subjects another person to violence and or abuse in the workplace or a supervisor who is aware of such behaviour and does not take corrective action may face disciplinary action up to and including termination.

This policy will be reviewed annually and updated as needed.



## Policies & Procedures: Human Resources

<b>HR-28 Discrimination in the Workplace Policy</b>	
<b>Approved / Last Reviewed:</b> December 2024	<b>Page:</b> 1 of 1

### Policy

CCI Ottawa is committed to providing an environment free of discrimination and promotes respect for all people. CCI Ottawa operates in accordance with the Ontario Human Rights Code (OHRC) and values the advancement of equality, diversity, and human rights of its workers, volunteers and clients. CCI Ottawa encourages individuals to participate fully and have complete access to its services, employment, governance structures and volunteer opportunities.

Any discrimination committed by or against any CCI Ottawa worker, volunteer or client is unacceptable conduct that will not be tolerated. No one in the workplace shall discriminate against another person or create conditions that permit discrimination.

### Definitions

**Workplace** refers to any location where the work of the organization is performed.

**Discrimination** is the treatment or consideration influenced by a class or category rather than individual merit, and that can be used to privilege (special treatment in favour of) and disadvantage (special treatment against a particular group or individual). Discrimination based on gender, sexual orientation, race, ancestry, place of origin, ethnic origin, citizenship, colour, creed, age, marital status, family status, or disability violates the Ontario Human Rights Code (OHRC).

### Authority

The ultimate responsibility and authority for applying this Policy rests with the CEO and their authorized representative(s).

### Implementation

This Policy will be posted in a conspicuous location in the workplace and it will be reviewed by the Human Resources Committee every three years or as required by legislation. The Policy will become part of the Human Resources Policy Guidelines given to each worker at the start of employment.

### Reporting and Investigation

Workers shall not be subjected to reprisal for good faith reporting of discrimination. Workers who believe another person in the workplace has discriminated against them have a responsibility to make their disapproval known to the offender in a clear manner and without delay. If the behaviour persists, complaints can be addressed through the grievance process described in the Human Resources Policy Guidelines.



## Policies & Procedures: Human Resources

<b>HR-30 Integrated Accessibility Policy</b>	
<b>Approved / Last Reviewed:</b> January 2025	<b>Page:</b> 1 of 8

### Statement of Commitment

The goal of the Accessibility for Ontarians with Disabilities Act, 2005 (the “Act”) is to create a more accessible Ontario by identifying and, to the extent possible, preventing and eliminating barriers experienced by a person with a disability.

The Integrated Accessibility Standards (“IAS”) have been established under the Act to ensure accessibility for every person with a disability in the areas of (i) information and communication, (ii) employment, (iii) transportation, (iv) design of public space and (v) customer service.

CCI Ottawa is committed to ensuring equal access and participation for people with disabilities. We are committed to treating people with disabilities in a way that allows them to maintain their dignity and independence. We believe in integration and are committed to promptly meeting the needs of people with disabilities. We will do so by removing and preventing barriers to accessibility and meeting our accessibility requirements under the accessibility laws.

Nothing in this Policy is intended to replace or negate existing laws related to accessibility for persons with disabilities, including but not limited to the Human Rights Code and the Workplace Safety and Insurance Act, 1997.

### Purpose

This policy aims to provide a framework through which CCI Ottawa can meet the needs of people with disabilities following provincial and federal legislation.

### Application of the Policy

The Policy applies to:

- a. Every person who is an employee of, or a volunteer with, CCI Ottawa.
- b. Every person who participates in developing CCI Ottawa’s policies.
- c. Every other person who provides goods, services or facilities on behalf of CCI Ottawa.

### Scope

The scope of this policy includes our commitment to accessibility in our customer service and employment standards.

### Customer Service Standard

CCI Ottawa is committed to providing inclusive customer service experiences for our customers/clients and others seeking our services.



## Policies & Procedures: Human Resources

<b>HR-30 Integrated Accessibility Policy</b>	
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All team members are expected to comply with the spirit and intent of this policy when providing services to our community or otherwise representing or conducting business on behalf of CCI Ottawa.

### **Employment Standard**

CCI Ottawa is committed to providing a welcoming, respectful, and inclusive environment to our employees and community members with disabilities. Our employment standard will incorporate regulatory requirements and best practices throughout the employment relationship.

### **Definitions**

CCI Ottawa has adopted the following definitions for key terms related to accessibility policies:

#### **Accessibility**

The term accessibility means giving people of all abilities opportunities to participate fully in everyday life. It describes how widely a service, product, device, or environment is available. Accessibility can be seen as accessing and benefiting from a system, service, product, or environment.

#### **Accessible Format**

May include, but is not limited to, large print, recorded audio and electronic format, braille and any other format usable by a person with a disability.

#### **Barrier**

Barriers are obstacles that limit access and prevent people with disabilities from fully participating in society. Most barriers are not intentional. Barriers usually arise because the needs of people with disabilities are not considered.

#### **Communication Support**

May include, but is not limited to, captioning, alternative and an augmentative communication support, plain language, sign language and any other support that facilitates effective communication.



## Policies & Procedures: Human Resources

### HR-30 Integrated Accessibility Policy

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#### Disability

Ontario's accessibility law adopts the definition of a disability in the Ontario Human Rights Code. It defines disability broadly:

- a. Any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical coordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or a wheelchair or other remedial appliance or device.
- b. A condition of mental impairment or a developmental disability.
- c. A learning disability or a dysfunction in one or more processes involved in understanding or using symbols or spoken language.
- d. A mental disorder, or
- e. An injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997.

#### Employee

Employees refer to any person CCI Ottawa pays wages or salary, has control over their assigned work and has the right to control their work. This includes full-time, part-time, seasonal and contract employees. Interns are included in this policy.

#### Service Animal

An animal is a service animal for a person with a disability if:

- a. It is readily identifiable that the animal is used for reasons related to the person's disability (such as a guide dog or other animal wearing a vest or harness) or
- b. The person with the service animal provides documentation from a regulated health professional confirming the need for the animal because of a disability.

#### Support Person

Support Persons are any person, whether a paid professional, volunteer, family member, or friend, who accompanies a person with a disability to help with communications, personal care, or medical needs while accessing goods or services.

### POLICY STATEMENT – COMMUNICATION STANDARD

CCI Ottawa is committed to ensuring that communications are available in a format that is accessible, readable, or comprehensible for people with disabilities.



## Policies & Procedures: Human Resources

<b>HR-30 Integrated Accessibility Policy</b>	
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### **Accessible Formats and Communication Supports**

The company will, upon request, provide any communication in an accessible format or provide communication support in a timely manner that considers the person's accessibility needs due to disability. The company will further advise the public about accessible formats and communication support availability.

### **Emergency Procedure, Plans or Public Safety Information**

The company will, upon request, provide any emergency procedures, plans or public safety information in an accessible format or with appropriate communication support.

### **POLICY STATEMENT – CUSTOMER SERVICE STANDARD**

CCI Ottawa is committed to meeting its current and ongoing obligations under the Ontario Human Rights Code, respecting non-discrimination. CCI Ottawa understands that the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and its accessibility standards do not substitute or limit its obligations under the Ontario Human Rights Code or to people with disabilities under any other law. CCI Ottawa is committed to complying with the Ontario Human Rights Code and the AODA and excellently serving all customers, including people with disabilities. This means that we will provide goods and services to people with disabilities with high quality and timeliness.

Our accessible customer service policies are consistent with independence, dignity, integration, and equality of opportunity for people with disabilities.

### **Assistive Devices**

People with disabilities may use their assistive devices when accessing our goods, services, or facilities.

In cases where the assistive device presents a significant and unavoidable health or safety concern or may not be permitted for other reasons, other measures will be used to ensure the person with a disability can access our goods, services, or facilities upon request.

We will ensure that our staff are trained and familiar with various assistive devices we have on-site or will provide devices that may be used by customers with disabilities while accessing our goods, services, or facilities.

### **Communications**

We will communicate with people with disabilities in ways that consider their disability upon request. We will work with the person with a disability to determine what method of communication works for them, including communicating via email instead of the phone.



## Policies & Procedures: Human Resources

### HR-30 Integrated Accessibility Policy

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#### Service Animals

We welcome people with disabilities and their service animals. Service animals are allowed on the parts of our premises that are open to the public. If a service animal is excluded by law, we will suggest appropriate alternatives and ensure that the person can access, obtain, use, or benefit from our goods, services, or facilities where possible.

#### Support Persons

A person with a disability whom a support person accompanies will be allowed to have that person accompany them on our premises. The Company may require a person with a disability to be accompanied by a Support Person when on the premises, but only if, after consulting with the person with a disability and considering the available evidence, the Company determines:

- (a) A Support Person is necessary to protect the health or safety of the person with a disability or the health or safety of others on the premises and
- (b) There is no other reasonable way to protect the health or safety of the person with a disability and the health or safety of others on the premises.

#### Notice of Temporary Disruptions

CCI Ottawa will notify customers promptly if there is a planned or unexpected disruption to services or facilities for customers with disabilities. This posted notice will include information about the reason for the disruption, its anticipated length, and a description of alternative facilities or services, if available.

The notice will include the following information:

- a) The facility or service that is unavailable.
- b) The anticipated duration of the disruption.
- c) The reason for the disruption.
- d) Alternative facilities or services, if available

#### Training

CCI Ottawa will provide accessible customer service training to:

- All employees and independent contractors.
- Anyone involved in developing our policies.
- Anyone who provides customers goods, services, or facilities on our behalf.

Team members will be trained in accessible customer service upon hire. Training will include:

- Purpose of the Accessibility for Ontarians with Disabilities Act, 2005 and the customer service standard requirements.
- CCI Ottawa's policies related to the customer service standard.
- How to interact and communicate with people with several types of disabilities.



## Policies & Procedures: Human Resources

<b>HR-30 Integrated Accessibility Policy</b>	
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- How to interact with people with disabilities who use an assistive device or require the assistance of a service animal or a support person.
- How to use the equipment or devices available on-site or otherwise that may help provide goods, services, or facilities to people with disabilities.
- What should be done if a person with a disability has difficulty accessing CCI Ottawa's goods, services, or facilities.

The Company will ensure training is provided to all persons to whom this Policy applies as soon as practicable after a new individual assumes a role to which this Policy applies. On-going training will also occur as changes are made to the Policy.

### **POLICY STATEMENT – EMPLOYMENT STANDARD**

CCI Ottawa is committed to fair and accessible employment practices consistent with dignity, independence, integration, and equal opportunity principles.

#### **Hiring**

- We will notify employees, potential hires, and the public that accommodations can be made during recruitment and hiring.
- CCI Ottawa will notify job applicants individually selected to participate in an assessment or selection process that accommodation is available upon request if the applicant requires accommodation due to a disability.
- If an applicant requests accommodation, CCI Ottawa will consult with the applicant and provide or arrange for the provision of suitable accommodation in a manner that takes into account the applicant's accessibility needs.
- When making an offer of employment, CCI Ottawa will notify the successful applicant of CCI Ottawa's policy on accommodating employees with a disability.

#### **Workplace Information**

- We will notify staff that support is available for those with disabilities. We will develop a process to develop individual accommodation plans for employees. This information will be provided to a new employee as soon as practicable after commencing employment.
- Where needed, we will also provide customized emergency response information to help an employee with a disability during an emergency. This information will be provided as soon as practicable after CCI Ottawa becomes aware of the employee's need for an individualized response.
- Where the employee will require assistance in an emergency, and with the employee's consent, CCI Ottawa will designate a colleague(s) to provide such individualized assistance and provide the colleague(s) with the employee's individualized emergency response information.



## Policies & Procedures: Human Resources

### HR-30 Integrated Accessibility Policy

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- CCI Ottawa will review the individualized workplace emergency response information when (i) the employee moves to a different work location, (ii) the employee's overall accommodation needs or plans are reviewed, and/or (iii) CCI Ottawa reviews its general emergency response policies.

#### Talent and Performance Management

- Any performance management, career development, and redeployment processes shall consider the accessibility needs of all employees.

#### Individual Accommodation and Return to Work

- When requested by an employee with a disability, we will consult with them and arrange for an accessible format and communication support for information required to perform their job and for data to be readily available to employees.
- CCI Ottawa has a written process for developing a documented individual accommodation plan for an employee with a disability. The process includes all elements required by the IAS.
- Any individual accommodation plan prepared for an employee will include:
  - Information on Accessible Formats or Communication Supports provided to the employee.
  - Any individualized workplace emergency response plan developed for the employee.
  - Any other forms of accommodation being provided to the employee as a result of their disability.

CCI Ottawa also has a written process for any employee returning to work following a disability-related leave of absence. The process includes the steps to facilitate the employee's return to work and the development of any required individual accommodation plan on return.

#### Communicate Accessibility Policies

- When requested by an employee with a disability, we will consult with them and arrange for an accessible format and communication support for information required to perform their job and for data to be readily available to employees.
- CCI Ottawa will consult with the employee making the request to determine the suitability of any Accessible Format or Communication Support. However, CCI Ottawa reserves the right to determine the Accessible Format or Communication Support provided.



## Policies & Procedures: Human Resources

<b>HR-30 Integrated Accessibility Policy</b>	
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### **Feedback Process on Accessibility Practices**

CCI Ottawa welcomes feedback on how we provide accessible services to people with disabilities. Feedback will help us identify barriers and respond to concerns.

Clients and employees can submit feedback in the following ways:

**Contact Name: Communications Team**

**Email:** [communications@cciottawa.ca](mailto:communications@cciottawa.ca)

**Phone:** 613-232-9694

All feedback concerning the delivery of services or employment practices to people with disabilities, including complaints, will be responded to promptly.

### **Notice of Availability of Documents**

CCI Ottawa will notify the public that accessible customer service and employment documents are available upon request by emailing the Senior Manager and Controller.

CCI Ottawa will provide this document in an accessible format or with communication support on request. We will consult with the person requesting to determine the suitability of the format or communication support. We will provide the accessible format promptly and at no additional cost.

### **Modifications to This or Other Policies**

Any policies of CCI Ottawa that do not respect and promote dignity, independence, integration and equal opportunity for people with disabilities will be modified or removed.



## Policies & Procedures: Human Resources

### HR-37 Health and Safety Policy

**Approved / Last Reviewed:** November 2024

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#### Policy

CCI Ottawa is committed to the health and safety of its employees and the environment. To this end, we will take every reasonable precaution to establish a safe and healthy working environment, make reasonable accommodations in the design of the workplace which consider individual employee capabilities and promote the elimination of personal injury, occupational disease, and damage to company property and the environment.

Every employee must protect their health, safety, and the environment by working in compliance with the law and adhering to safe work practices and procedures established by CCI Ottawa.

#### Scope

This policy applies to all employees, volunteers, contractors, and visitors involved in activities on behalf of CCI Ottawa, including events, meetings, outreach programs, and office operations.

#### Authority

The ultimate responsibility and authority for applying this policy rests with the CEO and designate(s). They will comply with their duties under the Act and take every reasonable precaution to protect workers in the workplace.

#### Implementation

The policy will be posted in a conspicuous location in the workplace, and it will be reviewed by the Joint Health and Safety Committee, at least annually. The policy will become part of the Human Resources Policy Guidelines, which are given to each worker at the start of employment. All posters regarding Health and Safety in the workplace will be posted on staff bulletin boards following requirements under the Occupational Health and Safety Act.

#### Responsibilities

##### Employer (Board of Directors and CEO)

- Ensuring compliance with the Occupational Health and Safety Act.
- Allocating resources for implementing the policy and maintaining a safe environment.
- Reviewing and evaluating the Joint Health and Safety Committee as needed.

##### Managers and Supervisors

- Implementing this policy and ensuring that safety practices are followed by their team members.
- Conducting regular risk assessments and maintaining safe working conditions with the Joint Health and Safety Committee (JHSC).
- Providing training and resources to staff and volunteers.



## Policies & Procedures: Human Resources

### HR-37 Health and Safety Policy

**Approved / Last Reviewed:** November 2024

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- Reporting and investigating any accidents or incidents with the support of the Joint Health and Safety Committee (JHSC).

Supervisors are held accountable for the health and safety of workers. Supervisors have the duty to ensure that equipment and the work environment are safe and that employees work in compliance with established safe work practices and procedures.

#### Employees and Volunteers

- Following the health and safety guidelines established by CCI Ottawa.
- Reporting any unsafe conditions or practices to their supervisor or manager.
- Participating in health and safety training sessions.
- Using any protective equipment and following procedures to prevent accidents.

Staff will receive information, training and competent supervision in their specific work tasks to protect their health and safety. Staff members are expected to perform their duties in a safe manner that does not pose a risk to themselves or others. They must cooperate with CCI Ottawa to ensure they receive proper training and understand and follow the company's health and safety policies. Staff are not to interfere with or misuse anything for their safety or welfare.

The Joint Health and Safety Committee (JHSC) will include workplace hazard assessment inspections on an annual basis, and they will submit any findings to the CEO and the Human Resources Committee.

#### Emergency Procedures

In the event of an emergency, the following procedures will be followed:

1. Immediate notification to emergency services (911 or local authorities).
2. Evacuation of the building or area if necessary.
3. First aid and medical assistance as required.
4. Designated emergency exits and assembly points will be clearly marked.

#### Reporting & Investigation

Regardless of severity, all accidents, incidents, or near misses must be reported to the appropriate manager or supervisor immediately. A formal investigation will be conducted to identify causes and implement corrective actions to prevent recurrence. An incident report form will be completed and kept on file.

1. Supervisors and/or Health and Safety representatives are informed of a health and safety issue. The Supervisor ensures that an incident report has been completed.
2. An incident report is completed, and action will be taken if the issue is urgent/deemed necessary.



## Policies & Procedures: Human Resources

<b>HR-37 Health and Safety Policy</b>	
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3. The Health and Safety Committee reviews all incident reports when they meet every two months.
4. The Health and Safety Committee follows up and makes recommendations to the CEO where appropriate.
5. A copy is given to the Human Resources Committee.

### **Review and Monitoring**

This Health and Safety Policy will be reviewed annually to ensure that it remains up-to-date and effective. Additionally, feedback from staff, volunteers, and other stakeholders will be considered to make improvements.

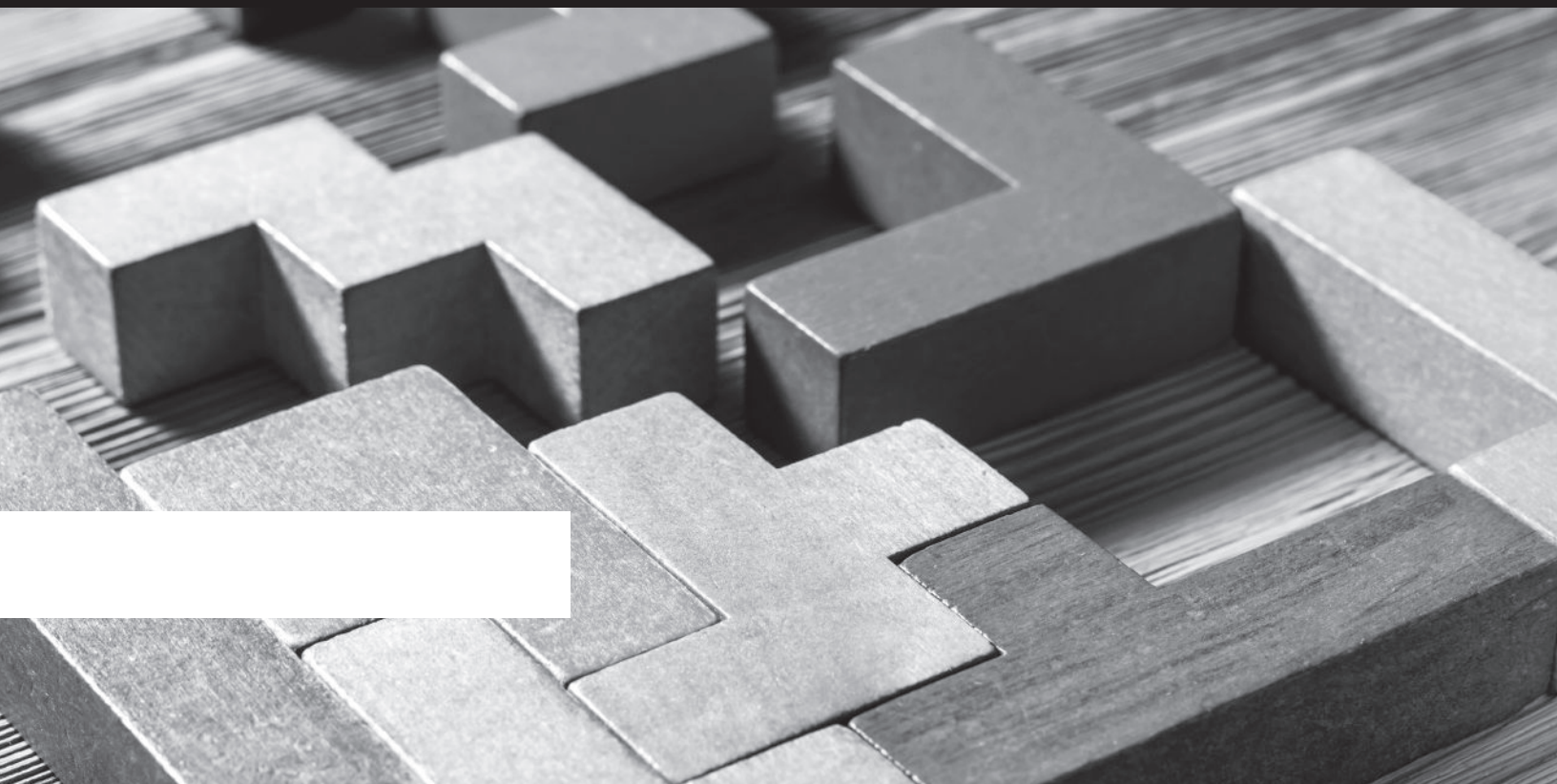


VOLUNTEER  
BÉNÉVOLES  
CANADA

CCVI

The Canadian Code for

Volunteer  
Involvement





**VOLUNTEER**  
**BÉNÉVOLES**  
C A N A D A



For further information on volunteering, please visit:

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In preparation for Canada's 150<sup>th</sup> Anniversary, Volunteer Canada convened a series of round tables<sup>2</sup> to ask people to consider what they wanted the world of volunteering to look like in 2017 and beyond. As a springboard for the discussion, His Excellency, the Right Honourable David Johnston, Governor General of Canada, shared his vision of a smart and caring nation. Many began to imagine a more inclusive and broader definition of volunteering. This gave rise to the Volunteer Canada Spectrum of Volunteer Engagement<sup>3</sup>, which recognizes a wide range of activities including: being informed about an issue, supporting a cause, participating in service-delivery, organizational capacity building and strategic leadership.

Canadians continue to be generous with their time and are highly engaged in their communities with close to 13 million Canadians volunteering over 150 hours each year. As impressive as this may be, the formal volunteering measured in the survey has decreased slightly from previous years. Some of these lower volunteer rates may be explained by an aging population or the multiple demands on middle aged people (the sandwich generation), who are balancing the needs of their children and aging parents with their own careers and health. Volunteer Canada knew that this was only part of the picture.

The shifting perceptions of what volunteering is and how Canadians are acting upon their values was illuminated in our study, *Recognizing Volunteering in 2017*, carried out in collaboration with IPSOS Public Affairs. People are doing great things inside, alongside and outside of organizations. They are raising funds, raising awareness, mobilizing ideas and mobilizing people to improve lives, communities and society. People make a range of decisions throughout their day to act upon their values. Examples include everything from composting to choosing a fair trade local coffee brewer, to carpooling, responding to a request for spare change, shoveling for a neighbour and taking an evening shift on the youth help line. This is part of our Individual Social Responsibility (ISR), a concept that emerged from our research.

Many organizations are taking a more integrated human resource management approach. Given that organizations are responsible for anything done in their name (by a volunteer, paid employee, co-op student, or someone completing community service hours) and that they are also responsible for anyone who works with them, policies and practices relate more to what a person does within the organization and not how they are remunerated. With the exception of matters related to compensation and recognition, most policies apply equally to everyone in areas such as training and supervision, evaluation, confidentiality, harassment, inclusivity, conflict of interest and screening.

Given the rise of informal volunteering and organic movements, there may be an inherent paradox in promoting standards of practice, protocols, policies and procedures in this CCVI. As we better understand how volunteering is influenced by these trends, our challenge is to create the infrastructure needed to carry out the duty of care to ensure the quality and safety of our programs and services while making the space under our tent for informal volunteering and organic movements.



Paula Speevak  
President & CEO  
Volunteer Canada

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<sup>2</sup> Volunteer Canada, *The World of Volunteering in 2017 and Beyond: Summary of the Round Table Discussions*, June 2011

<sup>3</sup> Introduced by Volunteer Canada in 2012 and included in the 2012 Edition of the *Canadian Code for Volunteer Involvement*

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# INTRODUCTION

Volunteer Canada provides national leadership and expertise on volunteerism in Canada. We aim to increase the participation, quality and diversity of volunteer experiences in Canada in order to help build strong and connected communities. Since 1977, we have worked closely with a wide range of collaborators in order to achieve our mission *to provide leadership in strengthening citizen engagement and to serve as a catalyst for voluntary action*. Collaborators include:

- Over 200 volunteer centres in communities across Canada
- Over 1200 Volunteer Canada members
- Over 20 members of the Corporate Council on Volunteering
- Canadian charitable and non-profit organizations
- Businesses
- Local, provincial and federal government departments
- Educational institutions
- National and provincial professional associations

**The Canadian Code for Volunteer Involvement (CCVI)** was first launched by Volunteer Canada to mark the International Year of Volunteers in 2001. The CCVI was the vision of Liz Weaver, at the time Executive Director of Volunteer Hamilton, and was developed as her anchoring project in the McGill-McConnell Program, Master of Management for National Voluntary Sector Leadership. The CCVI was revised in 2006 in partnership with the Volunteer Management Professionals of Canada (formerly Canadian Administrators of Volunteer Resources) to consolidate the Canadian Code for Volunteer Involvement (Volunteer Canada, 2000) and the CAVR Standards of Practice (CAVR, 2002). Revisions in 2012 reflected legislative changes, demographic shifts, global trends and social innovation within the volunteer engagement field. This 2017 version of the CCVI contains updated standards, reflects the current social context and incorporates a more streamlined format.

Using the CCVI as a benchmark, Volunteer Canada developed checklists, Putting The Code Into Action, and the online Code Audit tool to help organizations assess their volunteer involvement practices. More information can be found at [volunteer.ca/ccvi](http://volunteer.ca/ccvi).

Over the past decade, employer-supported volunteering has moved from being an exceptional initiative to a mainstream practice among today's employers. With 37% of Canada's 12.7 million volunteers reporting some sort of support from their employer to volunteer<sup>1</sup>, Volunteer Canada's Corporate Council on Volunteering led the development of the Canadian Code for Employer-Supported Volunteering. This resource aligns with the CCVI, articulating values and guiding principles for cross-sectoral relationships and promoting standards of practice for Employer-Supported Volunteering. The two Codes provide a foundation for businesses and non-profit organizations to build effective partnerships in their work to strengthen communities.

Volunteer Canada would like to acknowledge **Cenovus Energy** for their financial support of this edition of the Code.

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<sup>1</sup> Statistics Canada, General Social Survey on Giving, Volunteering and Participating 2013

The Code recognizes and reflects the changing realities of volunteer engagement and management practice, and supports the work of those who manage and support volunteer involvement within an organization. It is flexible and applies to organizations of all sizes, with different levels of resources, rural and urban, crossing a range of mandates, led by paid staff or by volunteers. Elements of the Code are designed to be inclusive and applicable to a diversity of people, cultures, communities, opportunities and approaches.

For volunteer involvement to be effective, the organization's leaders must actively champion a culture and structure that supports and values the role and impact of volunteer involvement.

The Code consists of three important elements:

The **value** of volunteer involvement.

**Guiding principles** that frame the relationship between the volunteer and non-profit organization.

**Standards of practice** for involving individuals in meaningful ways to ensure successful integration of volunteers while meeting the needs of both the organization and its volunteers.

*By adopting the Canadian Code for Volunteer Involvement, non-profit organizations commit not only to strengthening their volunteer engagement strategy, but also to strengthening the capacity of the organization to meet its mandate and contribute to strong and connected communities.*

# THE CANADIAN CODE FOR VOLUNTEER INVOLVEMENT

Volunteer involvement has a powerful impact on Canadian society, communities, organizations and individuals.

It promotes civic engagement and active participation in shaping the society we want.

It encourages everyone to play a role and contribute to the quality of life in communities.

It promotes change and development through the collective efforts of those who know the community best.

It identifies and supports local strengths and assets to respond to community challenges while strengthening the social fabric.

It provides organizations with the skills, talents and perspectives that are essential to their relevance, vitality and sustainability.

It increases the capacity of organizations to accomplish their goals through programs and services that respond to and are reflective of the unique characteristics and needs of their communities.

It promotes a sense of belonging and general wellbeing.

It provides the opportunity for individuals to engage according to their personal preferences, interests, skills and motivations.

It connects people to the causes they care about, and allows community outcomes and personal goals to be met within a spectrum of engagement<sup>4</sup>.

It creates opportunities for non-profit organizations to accomplish their goals by engaging and involving volunteers, and it allows volunteers an opportunity to connect with and contribute to building community.

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4 See Appendix A, Spectrum of Volunteer Engagement

Guiding principles keep relationships balanced between organizations and their volunteers by ensuring they are reciprocal. They also help to ensure a commitment to developing and supporting volunteer involvement that benefits both the organization and the volunteer(s).

The organization's practices ensure effective volunteer involvement.

The organization provides a safe and supportive environment for volunteers.

Volunteers will act with respect for the cause, the stakeholders, the organization and the community.

Volunteers carry out their involvement responsibly and with integrity.



The standards below are intended to provide guidance, not detailed instructions. Each organization will have to consider how to implement the standards according to its circumstance, while achieving the overall intent of the Code. By adopting the standards, the organization demonstrates a commitment to engaging and supporting volunteers in a meaningful and responsible way.

	<b>DESCRIPTION</b>
	<p>The Board of Directors and senior staff acknowledge, articulate and support the vital role of volunteers in achieving the organization’s purpose or mission. Volunteer roles are clearly linked to the organization’s mission.</p>
	<p>The organization has an integrated human resources approach that includes paid employees, students and volunteers. Volunteers are welcomed and treated as valued and integral members of the organization’s human resources team. Support for volunteer involvement includes providing appropriate resources.</p>
	<p>The organization adopts a policy framework and administrative procedures that define and support the involvement of volunteers. The organization has the required resources in place and has designated a qualified individual(s) responsible for supporting volunteer involvement. Standardized documentation, records management practices and procedures follow current relevant legislation.</p>
	<p>The organization measures and evaluates the effectiveness of its volunteer involvement strategy in helping to support its mandate. An evaluation framework is in place to assess the performance of individual volunteers and gauge volunteer satisfaction. Standardized documentation, records management practices and procedures track and record volunteer involvement.</p>
	<p>Volunteer roles contribute to the mission of the organization and clearly identify the skills and abilities needed. Volunteer roles involve volunteers in meaningful ways that reflect their skills, needs, interests and backgrounds. Volunteer recruitment incorporates a broad range of strategies to reach out to diverse sources of volunteers.</p>

	<b>DESCRIPTION</b>
	<p>Risk management procedures are in place to assess, manage and/or mitigate potential risks to the volunteers, the organization, its clients, staff, members and participants that may result from the delivery of a volunteer-led program or service. Applicable Health and Safety protocols are followed. Each volunteer role is assessed for level of risk as part of the screening process.</p>
	<p>The organization has a clearly communicated and transparent screening process in place. It is aligned with the risk management approach and consistently applied across the organization. This may involve a Vulnerable Sector Check when vulnerable populations are involved. See Volunteer Canada's 10 Steps of Screening.</p>
	<p>Volunteers receive an orientation to the organization including the policies and practices appropriate to each role. Each volunteer also receives training specific to their role and their individual needs.</p>
	<p>Volunteers receive the level of support and supervision required for the role and are provided with regular opportunities to give and receive feedback.</p>
	<p>The organization acknowledges the contributions of volunteers using a range of recognition tools and activities that reflect the needs of the volunteer. The value and impact of volunteer contributions are understood and acknowledged within the organization and communicated to the volunteer. See Volunteer Canada's 2013 Volunteer Recognition Study and PREB.</p>

For more details on implementing each of the Standards of Practice, go to:

# ADOPTING AND IMPLEMENTING THE CODE

The following are suggested steps for your organization to use as a starting point in adopting and implementing the Code. Organizations should work toward achieving the standards in ways that are appropriate to them. If your organization has already adopted a previous version of the Code, some of the steps may not be necessary. Periodic review of the Code will also help embed the values, guiding principles and standards of practice into those of the organization, so that effective volunteer involvement becomes part of the organizational culture.

Review the Code with leadership to ensure that the organization is aligned with the Values and Guiding Principles sections.

Present the Code to the Board of Directors and make a formal motion for the organization to adopt the Code.

Prepare and publish a statement related to volunteer involvement in your organization.

Assess the organization's practices related to the Values, Guiding Principles and Standards of Practice and share the results with the Board of Directors to support the case for adopting the Code. The *Code Audit Tool* may be helpful to your organization during this assessment. Conducting an assessment after adopting the Code provides the opportunity to inform the Board of Directors of the organization's progress in achieving the standards, and reinforces the board's commitment to the Code.

Develop a work plan to address specific areas identified in the organizational assessment. The *Code Audit Tool* may be a helpful resource.

Consult your local volunteer centre, provincial association of volunteer centres or Volunteer Canada. They are good resources to assist in adopting or implementing the Code.

Advise Volunteer Canada when the organization has adopted the Code and is working toward implementing the standards of practice, to be listed as a Code adopter on Volunteer Canada's website.

Review the Code periodically to mark your organization's progress and identify opportunities for improvement.

Non-profit organizations accomplish their goals through their human resources. By using a planned approach to identify the work functions (both paid and unpaid) needed to achieve their missions, organizations are able to engage people's talents and skills and increase their organizational capacity through targeted recruitment. Part of the Code's strategy is to ensure that the skills needed to effectively engage volunteers become a core competency of most or all staff members. It is also important that the Board, Executive Director and senior staff champion a culture and structure that support and value the role and impact of volunteer involvement.

Everyone within a charitable and non-profit organization has a role to play in ensuring successful and effective volunteer involvement. Too often, the management or oversight of volunteers is left to a single individual<sup>5</sup> within the organization. Adopting a more inclusive approach to human resource management that considers both volunteers and paid staff ensures volunteers have more entry points into an organization.

The table on the next page illustrates key roles, responsibilities and accountabilities within a charitable and non-profit organization. It can be adapted to reflect the specific titles and roles that exist in any organization. For larger more complex organizations, a column identifying the roles, responsibilities and accountabilities of staff working directly with volunteers might be appropriate. For grassroots organizations, some of the columns might merge, as individuals working for smaller organizations often undertake multiple roles. It is important to recognize that each organization is unique. This table is intended as a frame of reference to help non-profits determine who in the organization is accountable for ensuring that volunteers are effectively involved and able to contribute to the mission and programs of the organization.

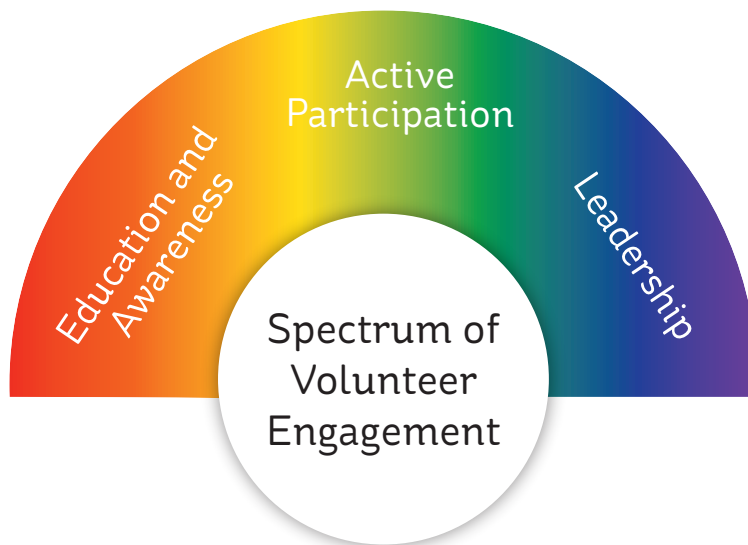
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5 Or department, if applicable

	Create, lead and ensure a supportive environment and culture for volunteer involvement. (Policy Focus)	Create and lead a supportive environment and culture for volunteer involvement. (Policy and Delivery Focus)	Create and manage a supportive environment and culture for volunteer involvement. (Policy and Delivery Focus)	Proactively contribute to support an environment and culture for meaningful volunteer involvement. (Delivery Focus)	Proactively contribute to support an environment and culture for meaningful volunteer involvement. (Delivery Focus)
	Define and review vision, mission and values related to volunteer involvement.  Develop a strategic plan that integrates volunteer involvement as a core function and resource to support achievement of the mission.	Review vision, mission and values.  Assist with strategic plan development.  Develop and manage operational strategies, goals and the annual plan.	Link operational activities to vision, mission and values.  Manage annual operating goals and strategies.	Understand how all volunteer roles link to vision, mission and values.	Understand how their specific volunteer role links to vision, mission and values.  Undertake volunteer roles to achieve operational goals and strategies.
	Identify and develop governance policies.	Manage and support governance policies.	Manage and support governance policies.	Understand, implement and respect policies.	Understand, respect and follow policies.
	Develop policies for programs and operations.	Identify and obtain the human and financial resources required for effective program delivery and operations.	Manage volunteer / human resources so that programs and operations are effectively supported.	Provide support to volunteer service and leadership for effective program delivery.	Provide volunteer service and leadership for effective program delivery.
	Develop a policy approach to human resource management and incorporate the volunteer involvement standards of practice.	Ensure effective management of human resource strategies in the organization.  Lead the involvement of volunteers and integration of volunteer involvement standards of practice.	Ensure consistent application of human resource management strategies to volunteer resources.  Ensure volunteer involvement standards are consistently applied within the organization.	Operate within and support the volunteer involvement standards for development, delivery and support of quality programs and/or services.	Operate within and support the volunteer involvement standards for development and delivery of quality programs and/or services.

# APPENDICES

Volunteer Canada promotes a broader definition of volunteering that includes a wide spectrum of engagement. The spectrum spans from being informed to assuming a leadership position. **Education and Awareness** of issues or causes positions people to give voice to and take action on things that matter to local communities and society at large (e.g. organizing a lunch and learn session, attending a webinar, circulating a petition). **Actively Participating** in programs, activities and services directly improves peoples' quality of life (e.g. participating in a group volunteering event with colleagues, regular volunteering with a non-profit organization). Providing **Leadership** helps organizations to better achieve their missions (e.g. serving on the board of a non-profit organization, chairing a major campaign). All these roles are essential to building strong and connected communities.



The spectrum of engagement recognizes the diversity in peoples' sources of inspiration, modes of putting their values into action, skills to contribute and capacity to donate time. The spectrum of engagement also recognizes that each organization is different and has a different capacity to engage volunteers. The most vibrant organizations offer and welcome volunteer opportunities within the full spectrum of engagement.

<b>Board</b>	Those persons responsible for providing leadership and direction to the organization and tasked with governing the organization's affairs on behalf of its members. For the purpose of this document, the term <i>board</i> refers to a board of directors, members of the executive, board of governors or a board of trustees, administrators, clergy, leaders, coaches, coordinators, officials, parents, participants or anyone else involved in the governance or decision making of the organization.
<b>Capacity</b>	The human and financial resources, technology, skills, knowledge and understanding required for organizations to do their work and fulfill the expectations of stakeholders.
<b>Active Citizenship</b>	Citizens who actively participate in their communities by tackling problems or bringing about change with the aim of improving quality of life.
<b>Culture</b>	The way a group of people engages with one another. It refers to the shared language, values, traditions, norms, customs, arts, history or institutions of a group of people.
<b>Diversity</b>	A broad term that refers to the differences among individuals and groups, including differences in age, culture, faith, ethnicity, gender, sexual orientation and ability.
<b>Employer-Supported Volunteering (ESV)</b>	The practice of employers providing the time, space, infrastructure and support for their employees to volunteer in the communities where they live and work. Employer-Supported Volunteering is typically one component of a corporate social responsibility strategy. Examples of Employer-Supported Volunteering include: volunteer grants or Dollars for Doers program, volunteer paid time-off policy, day of service, volunteer council or ambassadors program, group volunteering, short or long term skills based and/or pro bono volunteer assignments. See Volunteer Canada's Canadian Code for Employer-Supported Volunteering.
<b>Family Volunteering</b>	Family volunteering involves more than one person in a household or extended family, from different generations, volunteering together.
<b>Integrated Human Resources Approach</b>	A strategically planned approach to identifying the work functions that need to be accomplished in organizations. It involves engaging people, whether paid or unpaid, to perform the work needed to achieve the organization's mission <sup>6</sup> .

<b>Manager of Volunteer Resources</b>	The term <i>Manager of Volunteer Resources</i> is used throughout the Code as a generic term. An administrator of volunteer resources <sup>7</sup> is a professional who applies best practices in volunteer management in compliance with nationally accepted standards to identify, strengthen and effectively maximize voluntary involvement for the purpose of improving the quality of life of individuals and communities. The term <i>administrator</i> is used in a generic way to represent all other titles used in the non-profit sector (director, coordinator, manager, leader, etc). In some organizations, the title of the person responsible for managing volunteer resources may not even reflect this role.
<b>Micro-Volunteering</b>	A form of virtual volunteering, micro-volunteering describes a task done by a volunteer or team of volunteers, usually via the Internet. It typically does not require an application process, screening or training period because it takes only minutes or a few hours to complete. Micro-volunteering does not require an ongoing commitment.
<b>Mission</b>	The overall goal of the organization. The reason for an organization's existence.
<b>Non-Profit Organization</b>	Self-governing organizations that exist to serve the public benefit and generate social capital but do not distribute private profit to members. The organization depends on volunteers and is independent or institutionally distinct from the formal structures of government and the profit sector. A non-profit organization can be a large structured organization or a small community or grassroots organization.
<b>Policies</b>	Specific statements of belief, principle or action to guide decisions and achieve outcomes.
<b>Procedures</b>	A series of steps to help implement policy. The steps indicate who will do the work and how it will be done.
<b>Skills-Based Volunteering</b>	A type of volunteering that leverages the specialized skills and talents of individuals to help build and sustain the capacity of organizations to successfully achieve their missions.
<b>Spectrum of Engagement</b>	A continuum that includes being informed about an issue, being supportive of a cause, actively participating and taking leadership. All these roles are essential to building strong and connected communities.
<b>Staff</b>	Individuals who perform paid work on behalf of an organization.
<b>Virtual Volunteering</b>	A volunteer who completes tasks, in whole or in part, off-site from the organization using the Internet.
<b>Volunteer</b>	Any person who gives freely of their time, energy and skills for public benefit, without monetary compensation.

7 VMPC definition

Additional resources for implementing the CCVI:

Volunteer Canada members can access the Code Audit Tool at organization's volunteer involvement strategies and practices.

to assess their

